



FAI

FONDO  
PER L'AMBIENTE  
ITALIANO

# 2023 SOCIAL REPORT





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## **FAI – Fondo per l'Ambiente Italiano ETS**

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One of the display cabinets at Palazzo Moroni, Bergamo, a FAI property since 2019

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## Is FAI a Private Trust?



Marco Magnifico  
President

Is it right to frame FAI as “private,” given that the dictionary defines the term as meaning “not shared with other people” or “shared with few people,” whereas the definition of “public,” in contrast, is “that which concerns the wider community”?

It is clear that FAI's activities are all geared towards “other people” and that, specifically, they concern the wider community, as clearly set out in Article 2 of the by-laws: “(...) has as its exclusive object the education and instruction of the community on the defense of Italy's environment and of the country's artistic and monumental heritage”. Moreover, the **properties** that FAI owns, restores and manages cannot be properly deemed private, first and foremost because they do not belong to any physical person, and also because – just like state properties – they cannot be sold off; and last of all because they are acquired for the exclusive purpose of providing **social utility**. But all of this is not sufficient. A “truly private” trust or foundation – as we know, there are many of them, and they can be virtuous and extraordinarily effective in various fields (social, health, education, and culture, amongst others) – is funded almost exclusively thanks to the income from the assets that the founder donated in the articles of incorporation and to the payments that the family who established it makes every year; in contrast, FAI lives off the annual membership fees of its 320,000 members and the donations given by companies and individuals, as well as the bequests and legacies of amounts and assets that can be sold off; and then there is the revenue from the entry tickets bought by more than 1 million visitors per year to our properties, but that money relates, in a certain sense, to the most “commercial” aspect of our activities as cultural entrepreneurs.

The satisfaction – and, therefore, the loyalty – of members and donors is the yardstick for FAI's fulfillment of its mission, the quality of its work and its social utility; if FAI does well it is supported by its members, if it performs poorly, they abandon it. Albeit with the apposite differences, this is what happens to public servants through the votes of the public.

FAI – like all recognized third-sector organizations – lives and prospers only by virtue of its **fiduciary relationship with the public**, at whom its day-to-day operations are targeted; not for a private purpose, but exclusively for **objectives of public interest**.

It is in light of these thoughts that I often wonder why a certain, highly influential part of the Italian “intelligentsia” and a not inconsiderable number of civil servants and politicians feel the need to keep stressing a difference in role and “social impact” between the public and private sectors in their respective activities carried out for the exclusive benefit of the community, deepening a furrow that not only does not help the final, overall result but which, worse still, is often tangibly expressed as mistrust and is embodied in those incomprehensible penalties levied against trusts such as FAI, the most significant of which is the impossibility of leveraging the Art Bonus – a formidable tax measure for donations made towards restoration projects, which remains reserved for monuments owned by public-sector bodies. It is a form of unfair competition that we have yet to overturn.

Marco Magnifico

## Increasingly Sustainable Growth



Davide Usai  
Director General

In 2023, FAI decided to undertake a program of results measurement with reference to the Sustainability Reporting Standards published by the Global Reporting Initiative (GRI), and has chosen to include in this social report its own contribution to the attainment of the United Nations' **Sustainable Development Goals (SDGs)**. In addition, in accordance with the principle of materiality envisaged by the GRI Standards, FAI has drafted its **first list of material topics**, identifying 21 environmental, social and governance issues defined as important and in line with its activities, and which are or could be capable of influencing the decisions of its stakeholders.

In terms of performance, 2023 consolidated the significant results achieved over the previous year. The constant reviewing of the internal processes, and the introduction of new CRM management systems and online and on-site booking systems, together with further professional development, combined to facilitate the enhancement of management efficiency, optimizing the expenditure on institutional operations.

Over the course of the year, the **trend of the properties towards self-financing** and financial stability made it possible to press ahead with their conservation and restoration projects, assuring their financial coverage for years to come.

The properties open to the public received **1,121,620 visitors** (+8% vs 2022), and the number of active members reached **300,247** (+12% vs 2022), with an increase in economic value of 10% (€7,643,668 vs €6,952,349 for the previous year).

Those who believe in our mission donated around **€32,830,464**, amounting to 69% of the total annual income, while the businesses that support FAI made a contribution of **€7,622,539** (+8% vs 2022), equating to 16% of the total funds raised. In 2023, the decrease in the sums received from public bodies, banking foundations, private foundations and associations, equating to 12% of total income and amounting to **€5,642,173** (-31% vs 2022), was in large part the result of the exceptional allocation through the Italian Recovery and Resilience Plan (PNRR), made as a one-off in 2022 and not repeated in 2023. This exception aside, the assets increased, doubling with respect to 2021 and recording a slight decrease (-4%) with respect to 2022 if evaluated net of the PNRR funds.

The results achieved in 2023 confirm that the work done thus far is very much appreciated by those who believe in our cause. Moreover, they leave us well-placed to continue growing as we embrace the future challenges that are sure to make the fulfillment of our mission increasingly onerous.

Davide Usai

# The Environment is Culture, too



**Daniela Bruno**  
Deputy Director General  
for Cultural Affairs

*Over recent years, FAI has revamped the notion of Environment that is part of its name – Fondo per l'Ambiente Italiano translating literally as “Italian Fund for the Environment.” Environment is everything that surrounds us, **the inextricable intertwining of Nature and History** as embodied by the Landscape, of which we are key players and for which we have been, are and will remain responsible parties. FAI's properties, too, are landscapes: to be saved, protected, conserved and, above all, described.*

*Over recent years, our approach to the Environment has also evolved. No longer are reporting and mobilization the sole instruments with which to safeguard; there are also cultural projects, institutional partnerships, and campaigns geared towards providing information, raising awareness and encouraging active engagement – starting from our network of delegates and volunteers – as well as tangible interventions on the properties, which are at once a workshop and a manifesto of our principles and programs.*

*The urgency arising from the environmental crisis has made the Environment enter all sectors of our operations, and it has been transformed into a major form of added value: a cultural value.*

*This year we unveiled Villa Caviciana (Viterbo) to the public, a property that FAI acquired in order to protect forever a time-honored and still-intact rural landscape, but also to demonstrate that in order **to take care of a landscape you have to cultivate it**; this being the title of the 2023 National Conference. How we will go about doing so, transforming a farm into a workshop both of tradition and innovation, and of ecological and economic sustainability, is a genuine form of new, original cultural content, which we want to describe to the public, with a view to teaching and inspiring good principles and best practices.*

*This year, we also inaugurated new storytelling spaces that offer introductions to the experience of visiting the properties. Titled “**an environment for the Environment**” and including immersive video screenings, they not only chart the history of the place but crucially also offer a contextual reading of it, where the context is the Environment. Moreover, they describe how FAI is taking care of it, in the face of the environmental crisis that is having an ever-greater impact on our landscapes, making clear what we do, not only to repair the damage – such as the collapsed sycamore at Villa Necchi, as seen on the cover – but above all to prevent it, by scheduled maintenance, which serves as an increasingly strategic and highly effective instrument for FAI as it adapts to the new climate situation.*

*Indeed, this year, we relaunched the **FAIperilClima** (FAIfortheClimate) campaign, which involves the properties but also the national network on the organization of small local events in the form of walks with experts, to get hands-on with the effects of the environmental crisis. The Environment is “content” that interests and excites the public, and it forms the basis for new special visits, podcasts, publications, and events.*

*In short, for FAI, even the **ecological transition** constitutes Culture.*

*Daniela Bruno*



Villa Gregoriana, Tivoli (Rome), a property under concession to FAI since 2002

# 2023's Facts & Figures



## COMMITMENT

72

properties protected throughout Italy

2

new properties acquired

1

new property  
open to the public

84,726

m<sup>2</sup> of historic  
buildings conserved  
and enhanced

8.6

million m<sup>2</sup> of  
landscape protected



## PEOPLE

304\*

Staff members  
(+6% vs 2022)

132

Delegations  
(+1% vs 2022)

114

FAI Groups  
(+5% vs 2022)

93

FAI Youth Groups

10

FAI Bridge Between Cultures Groups  
(+25% vs 2022)

13,600

volunteers  
(+16% vs 2022)

\*Full-time Equivalent



## PARTICIPATION

300,247

members  
(+12% vs 2022)

1,121,620

visitors to the properties  
(+8% vs 2022)

550,000

visitors to the  
FAI Spring Days  
(+57% vs 2022)

340,000

visitors to the  
FAI Autumn Days  
(+3% vs 2022)

1,500,638

votes cast in the 11th  
edition of the  
Italian Places I Love survey



## TRANSPARENCY

47.6

million euros in income from  
fundraising activities

32.8

million euros set aside for the  
restoration, conservation and  
management of FAI properties

3.1

million euros invested in promotion  
of culture, education and  
supervision in the community

104%

coverage ratio for operating  
and ordinary maintenance  
expenses for FAI properties  
through direct income only  
(101% in 2022)

# 2023's Highlights



Villa Caviciana, Gradoli (Viterbo), a FAI property since 2022

## FEBRUARY

■ The results are announced of the 11th **Italian Places I Love** survey, which over the course of 2022 received 1,500,638 votes for more than 38,800 sites. The top three positions were won by the Chiesetta di San Pietro dei Samari in Gallipoli, the Museo dei Misteri in Campobasso and the Chiesa di San Giacomo della Vittoria in Alessandria. The village of Cremolino won in the special category of *Villages and their Places*.

■ The annual **National Conference of FAI Delegates and Volunteers** was held in Viterbo and was titled *Let's Care for the Land by Cultivating it: the Role of Rural Civilization in Safeguarding and for Development*. This theme concludes the trilogy begun in 2021 with the concept of the environment as the interweaving of history and nature, and followed up in 2022 with the theme of the landscape as the result of human alteration.

■ **Villa Caviciana** is presented and opened up to the public. It is FAI's first working farm. Situated on the shores of Lake Bolsena (Viterbo), it encompasses 20 hectares of vineyards, 35 of olive groves and 86 of woodlands and pasture.

## MARCH

■ For the 31st edition of the **FAI Spring Days**, the volunteers open up 750 normally inaccessible places in 400 Italian towns and cities, which welcome more than 550,000 visitors over the weekend of March 25-26. The event benefits from the support of RAI, which once again in 2023 is FAI's Main Media Partner.

■ 100 years on from the birth of Giuseppe Panza di Biumo, FAI pays homage to the great collector with the new installation at Villa Panza (Varese): **Twelve Part Vertical Pipe Piece**, by the American artist Jene Highstein (1942-2013).

## APRIL

■ The project for a new structural consolidation and functional upgrade of **Castello di Avio** (Trento) is presented to the public; the work is geared towards enhancing the visitor offering.

## MAY

■ The **Landscape in Motion competition** comes to an end, having involved more than 17,000 students aged between 3 and 19, who have been invited to explore the transformation of their own local area and to think about its sustainable development.

■ At the Olivetti Showroom in St Mark's Square in Venice, the **exhibition of the works of Massimo Micheluzzi** gets under way, curated by Cristina Beltrami.

■ Villa Necchi Campiglio in Milan plays host to **Adriano Pallini: A Family Collection**, an exhibition featuring a selection of works put together by the tailor who in the 1920s began assembling one of the 20th century's most important collections.

## JUNE

■ The Villa dei Vescovi (Padua) sees the opening of **An environment for an Environment**, a new space playing host to a video story about the landscape.

■ The announcement is made of the **donation to FAI of the Convento di San Bernardino/Casa Olivetti** in Ivrea by TIM (the monastery) and the Olivetti family, who donate the church with the frescoes painted by Giovanni Martino Spanzotti (c. 1450-before 1528).

■ Due to very strong winds and violent hailstorms, the garden at **Villa del Balbianello** (Como) is destroyed. Similar calamities strike the **Bosco di San Francesco in Assisi**, the **Villa dei Vescovi** (Padua) and **Villa Necchi Campiglio** in Milan.



Convento di San Bernardino - Casa Olivetti, Ivrea (Turin), a FAI property since 2023



Damage to Villa Necchi Campiglio, Milan, a FAI property since 2001, caused by the violent storm of July 25, 2023

## JULY

■ At Palazzo Moroni, in Bergamo, **The Age of Innocence** opens – an exhibition curated by Giovanni Agosti and staged by Margherita Palli, with lighting by Pasquale Mari, showcasing twelve 16th-century masterpieces from Bergamo and Brescia in an early 20th-century setting.

■ Photographs by **Gianni Berengo Gardin** are exhibited at the Abbazia di San Fruttuoso (Camogli), with 28 unseen shots from 2020.

## SEPTEMBER

■ FAI and the local council in Quero di Setteville (Belluno) sign an agreement for the implementation of a local development project that envisages the recovery and enhancement of the Alpine pasture and the rural buildings on **Monte Fontana Secca**, with a view to turning them into a teaching hub.

## OCTOBER

■ The month is dedicated to the annual **national fundraising campaign** to support FAI's projects. Initiatives include the 12th edition of the **FAI Autumn Days**: 700 normally inaccessible places visited by 340,000 people on October 14-15.

■ The Negozio Olivetti in St Mark's Square plays host to the exhibition **Venice! Will I Ever Come Back to Venice? The Set Designs of Danilo Donati for Fellini's Casanova**, in partnership with the Massimo and Sonia Cirulli Foundation.

■ In Villa Panza, Varese, the **Passageway** exhibition opens, casting the spotlight on four large installations by **Wolfgang Laib**, curated by Anna Bernardini and staged in partnership with the Lia Rumma gallery.

## NOVEMBER

■ The acquisition of **two new properties in Milan** is presented to the press: **Casa Livio** and **Casa Crespi**, which will go on to enrich the city's cultural scene with two new house-museums. The former, donated by siblings Filippo, Laura and Edoardo Grandi, will house the extensive collection of drawings, prints and paintings collected by the family. The latter was donated to FAI by brothers Giampaolo and Alberto Crespi in late 2013, and will accommodate – along with the family's collection of works and ancient books – the **Bagutta Collection**, containing more than 400 artworks that decorated the legendary restaurant of the same name, which provided the venue for the high-profile Bagutta literary prize. The works are donated to FAI by Gianfelice Rocca and Martina Fiocchi.

■ After the opening of the gardens in 2020 and the 17th-century rooms in 2021, **Palazzo Moroni, in Bergamo, opens the last five rooms on the piano nobile**, meaning that the whole property is now open to the public.

■ The 12th edition of the **FAI School Days** is held: 200 places are opened to visits curated by 5,873 Apprentice Tour Guides – youngsters trained by FAI volunteers and their teachers – for the benefit of 28,672 FAI student members sign up with their class.

## DECEMBER

■ As part of the 11th edition of the *Italian Places I Love* survey, the funding of **23 restoration and enhancement** projects is announced. Covering 11 Italian regions, they will take the total to 162 projects supported since 2003.



Casa Livio e Collezione Grandi, Milan, a FAI property since 2023

FAI



## FAI's Identity

### Name of institution

FAI - FONDO PER L'AMBIENTE ITALIANO ETS

### Year founded

1975

### Tax code

80102030154

### VAT No.

04358650150

### Legal personality and qualification under the Third-Sector Code

Trust recognized as a Legal Person by Presidential Decree no. 941 of December 3, 1975, published in the Official Gazette no. 89 of April 5, 1976, enrolled on February 28, 2022 in the Single National Register of the Third Sector pursuant to Article 45 of Legislative Decree no. 117 of July 3, 2017, rep. no. 2092, in section "g- Other Third-Sector Entities" pursuant to Article 46 of Legislative Decree no. 117 of July 3, 2017

### Registered office

La Cavallerizza  
Via Carlo Foldi, 2  
20135 Milan, Italy

### Other locations

Via delle Botteghe Oscure, 32  
00186 Rome, Italy

### Territorial areas of operation

FAI operates throughout Italy and, through three international groups, also in Switzerland, in the United Kingdom, and in the United States of America

Giardino della Kolymbethra,  
Valley of the Temples,  
Agrigento, a property  
under concession to FAI  
since 1999

## FAI

"FAI is a challenge, and that's how it is run"

Renato Bazzoni,  
co-founder FAI

Founded on 28 April, 1975, by Giulia Maria Crespi, Renato Bazzoni, Alberto Predieri, and Franco Russoli, FAI - Fondo per l'Ambiente Italiano ETS (the National Trust for Italy) is a non-profit foundation that strives to safeguard Italy's heritage of history, art and nature, inspired by the model of the English National Trust

Its mission is to **take care of special places that are part of Italy's cultural heritage**, which consist mainly of properties – 72 in 2023, of which 55 are open to the public – that it owns, by donation or inheritance, or that it manages under concession from private entities and public bodies.

**The second cornerstone of its mission is education on the knowledge and enjoyment of cultural heritage**, to nurture a desire, as both a right and a duty of every citizen, starting with young people and students, to take care of it themselves or through those who, like FAI, do this work in the public interest, based on the principle of subsidiarity, as enshrined in Article 118 of the Italian Constitution.

**The third pillar of its mission is supervising heritage** in support of the government's protection work and in cooperation with the relevant institutions.

FAI was set up to "save" places worthy of being preserved for present and future generations: conservation is aimed at opening them up to the public and making them accessible, so that they go from being abandoned, unknown, and neglected sites to become lived-in places, recognized for their value and therefore protected and cared for.

For FAI, conservation is an active – and sometimes even transformative – process that involves restoration and repurposing initiatives, as well as a constant maintenance program. Conservation means **restoring places to their historical and traditional nature**, thus reviving their beauty and significance, while also **making them accessible, understandable and usable for an ever-wider public**, who may find in them an opportunity for enrichment, growth and wellbeing, both individual and collective; as such, alongside the reinstatement of their original purposes, they embrace new functions (based on public service, culture or recreation) that also contribute to the economic sustainability of their management.

Restoration, management and cultural enhancement are complementary processes for FAI, integrated and all equally necessary: **underpinning each project is the cultural value** of the sites, on the basis of which they are acquired as FAI properties, restored and managed. To this end, FAI conserves the structures, works of art and landscapes as much as it does **the spirit of the places themselves; that special, authentic identity which represents their value** – for the past, present and future. This spirit is preserved and reflected in masterpieces as well as in lesser artifacts, and in the large or small stories they have to tell. It all adds up to **an intangible heritage** just as precious and worthy of protection, which is nourished by constant scientific research, in collaboration with the most authoritative university and research institutions, and is conveyed to the public through new and ever more effective and attractive storytelling tools.

In addition to the care and management of the sites, FAI carries out education and awareness-raising activities and **participates in the national debate on the major issues of the environment, the landscape and the cultural heritage**. Italy's landscape is under serious threat of abandonment – particularly in the countryside, in the mountains and in the villages of inland areas – due to depopulation, environmentally unsustainable ways of living and producing, and the increasingly evident, devastating and unpredictable effects of the environmental crisis, which are harming people as well as the environment.

FAI works for the benefit of the environment – which is at the heart of its name and its mission – interpreted as being everything that surrounds us: the inextricable interweaving of nature and history that is embodied in landscapes, the collective work of past and present generations, in which we thus all play a leading role and bear responsibility. Accordingly, through a **strategic ecological transition program**, FAI promotes large actions and small good habits with a view to mitigating the environmental crisis and adapting to its effects, starting with concrete action in the properties it manages.

The network of delegations of thousands of volunteers spread throughout and active in all regions contributes with extraordinary impact and effectiveness to disseminating and instilling FAI's values and mission. With commitment, constancy, skill, and creativity, they are responsible for local and national initiatives that enhance local areas, even where there are no FAI properties, and engage their communities, raising awareness and mobilizing citizens and institutions.

Among the best-known national initiatives are the **FAI Days**, divided into spring, autumn and school editions. They represent the largest public celebration of Italy's cultural heritage, drawing hundreds of thousands of citizens every year to discover and visit over the weekend a plethora of special places of history, art and nature – hidden wonders in every corner of the country.

Then there is the **Italian Places I Love** project, the largest voluntary survey of Italy's cultural heritage, which allows the public to identify "beloved" places that deserve protection and conservation, attention and recognition, and on which FAI then carries out restoration and development work that in many cases has changed their destiny, working in cooperation with institutions and associations stirred to action by the survey.

## FAI's "Firsts"

### 1975

FAI - Fondo per l'Ambiente Italiano is set up in Milan

### 1977

Cala Junco, at the western end of the island of Panarea (Messina), is the first asset donated to FAI; it is followed by the Monastero di Torba, a complex of Roman origin in the province of Varese, and the Castello di Avio, an 11th-century keep at the foot of the Val Lagarina (Trento)

### 1983

FAI receives the Abbazia di San Fruttuoso in Camogli (Genoa) as a donation, marking a leap forward in FAI's history in view of the property's high profile, historical importance and size

### 1985

The Monastero di Torba (Varese), which will be declared a UNESCO World Heritage Site in 2011, is the first property to be restored. Eight years of work reveal the surface the walls of the Roman outpost and the 8th/9th-century Lombard frescoes

### 1988

The Castello e Parco di Masino (Turin) is purchased thanks to specific monetary donations, and its complex restoration site marks one of the most challenging

undertakings of the still-fledgling FAI

### 1993

*FAI Spring Days* are launched: 90 places of cultural interest that are usually inaccessible are opened in 32 Italian cities by FAI Delegations, attracting 70,000 visitors

### 1999

The first concession comes from Sicily Region, which entrusts FAI with the Giardino della Kolymbethra, an archaeological and agricultural jewel in Agrigento's Valley of the Temples, to be saved after decades of neglect

### 2001

The Baia di Ieranto (Naples) is returned to the community after being donated by Italsider to FAI, so that it can restore the landscape through the virtuous reuse of a former industrial area. It is the first landscape restoration carried out by FAI

### 2003

The national survey named *Italian Places I Love* is created: Italians are asked to express their opinion on the places that they hold most dear and would like to save. The first edition receives 24,200 votes

### 2009

FAI launches its first

national fundraising campaign via SMS for the salvaging of the Bosco di San Francesco in Assisi

### 2010

After 35 years dedicated to leading FAI, Giulia Maria Crespi (1923-2020) hands over the role of President to Ilaria Borletti Buitoni and assumes the role of Honorary President

### 2012

FAI's offices move to the Cavallerizza, a historic building in central Milan, which combines tradition and innovation in a site that is appropriate for the scale that FAI has now reached

### 2013

Andrea Carandini succeeds Ilaria Borletti Buitoni as FAI President

### 2014

FAI's first Strategic Plan is drawn up, providing a 10-year program of development goals through management tools

### 2017

FAI receives, under concession from the Conti Vecchi company, the salt pans of the same name on the outskirts of Cagliari, the first production site opened and promoted to the public by FAI through its enhancement activity

### 2019

FAI accepts the challenge of developing an intangible asset by restoring and opening to the public the park and garden on the famous "desolate hill" in Recanati, cited in the poem *The Infinite* by Giacomo Leopardi, where a multimedia itinerary is set up to guide the public "inside" the most famous poem by the Recanati-born poet

### 2021

Marco Magnifico succeeds Andrea Carandini and takes up the chair of FAI, having served as its Executive Vice President since 2010

### 2022

FAI is recognized as a Third-Sector Entity through registration in the Single National Register of the Third Sector and adapts its charter to the Third-Sector Code.

For the first time, a productive agricultural estate becomes a FAI property, with the acquisition of Villa Caviciana in Gradoli (Viterbo).

## Values and Aims

### Mission

FAI - Fondo per l'Ambiente Italiano ETS pursues the Activities of General Interest referred to in Article 5, paragraph 1, letters e, f, i, k, r, and s of Legislative Decree No. 117 of July 3, 2017, as amended, and with the contribution of everyone:

- **takes care** of special places in Italy for present and future generations
- **cultivates** love, knowledge, care and enjoyment of Italy's environment, its landscape and its historical and artistic heritage
- **oversees** the protection of environmental, landscape, and cultural heritage, in the spirit of Article 9 of the Italian Constitution and in the general interest according to the principle of subsidiarity (Article 118)

### Our Vision

FAI in 2023

- The main focus of FAI's work is to look after the special places it either owns or manages so that they can be opened to the public. These places are viewed and treated as cornerstones within the landscape and the social/cultural/economic systems in which they are located.
- FAI intends to increase its commitment to building on the relationship between the places in its care and the people and families who enjoy them, in order to respond to their various needs and desires.
- FAI intends to manage the places in its care, granting decision-making autonomy to the property managers within a rule-based framework; in so doing, it relies on the organizational infrastructure and input of delegates and volunteers.
- Alongside its conservation and management work, FAI organizes national education events (FAI Spring Days) and monitoring events (Italian Places I Love), focusing on special places. Delegates and volunteers make an important contribution to planning and organizing these events. In this spirit, FAI encourages the opening up to the public of certain Italian Places I Love, within a rule-based framework.
- FAI participates in the national debate on major themes concerning the environment, the landscape and cultural heritage, collaborating in this regard with the most active forces in civil society and with the relevant institutions. Local issues are addressed by the Delegations, again within a framework of rules.
- To achieve this 10-year strategy (divided into three business plans 2015–2017, 2018–2020 and 2021–2023), FAI intends to align all of its operations with its mission and vision, with a view to bringing about the integration of the different parts of the organization and eliminating any inefficiencies.

## Values

- **Qualitative excellence** in conservation, cultural offerings and services
- **Concreteness and coherence** in drawing up the principles that guide our actions from experience
- **Effectiveness and efficiency** in focusing actions, tools, and organization on the mission, on the vision and on the strategy to achieve them
- **Economic and environmental sustainability** of all our activities
- **Total accessibility** of cultural spaces and content, dedicated to different audiences
- **Inclusivity and participation** in our relationships with volunteers, members and all those involved in our activities
- **Respect and consideration** of the needs, wishes and opinions of those engaging with FAI
- **Independence** of thought and action, but openness to collaboration with anyone who shares our values
- **Conscientiousness and responsibility** in participating in cultural and environmental policy at national and local level



Young visitors to Villa e Collezione Panza, Varese, a FAI property since 1996 (close-up of the work *Sky Space I, Varese 1976*, by James Turrell)

## Statutory Activities

FAI pursues civic, solidarity, and socially beneficial purposes, and its exclusive aim is the education and instruction of the community in the defense of the environment and of Italy's heritage of art and monuments.

It pursues this aim by exclusively and primarily carrying out the following activities of general interest, which are referred to in Articles 2 and 3 of the by-laws, which can also be found on FAI's website:

- operations for the protection, promotion and enhancement of the cultural heritage and the landscape, pursuant to Legislative Decree No. 42 of January 22, 2004, as amended
- operations and services to safeguard and enhance the environmental conditions and the intelligent and rational use of natural resources
- the organization and management of cultural, artistic, and recreational activities of social interest, including operations (which may involve publishing) for the promotion and dissemination of culture and the practice of voluntary service
- undergraduate and postgraduate training
- scientific research of particular social interest
- education and training (Law No. 53 of March 28, 2003, as amended), and cultural activities with educational purposes
- the organization and management of tourist activities of cultural interest
- social agriculture (Article 2 of Law No. 141 of August 18, 2015, as amended)
- the regeneration of unused public assets or assets confiscated from organized crime syndicates.

Specifically, FAI may:

- undertake and promote any direct action aimed at protecting, preserving, and restoring the assets (and their surroundings) of the types referred to above, and at safeguarding and enhancing the environmental conditions, including through agreements with bodies having similar objectives
- conduct research and promotional operations and implement measures, both directly and by organizing or encouraging meetings, conferences, and seminars, as well as by granting financial support, prizes and scholarships
- purchase, for valuable consideration or free of charge, lease, usufruct, use, operate under concession or as a free loan, rent or otherwise manage assets of historical, artistic, landscape, or environmental interest
- FAI may also pursue its purposes through any agreements deemed advisable with other entities or institutions and may receive assets from other foundations with similar purposes in accordance with Article 31 of the Italian Civil Code and, under all circumstances, with the applicable legislation.

Solely in order to achieve the purposes indicated in Article 2, FAI's actions may include but are not limited to the following:

- conceive and implement operations of restoration, recovery, conservation, and enhancement of the assets it owns or to which it has access or which it manages for any purpose, even under administrative license
- administer and manage the aforementioned assets on the basis of parameters of efficacy, efficiency and sustainability
- participate in the national debate on the major themes of the environment,

- the landscape, and the cultural heritage, collaborating where applicable with the most active forces in civil society and with institutions
- enter into any agreements and execute any other documents deemed advisable, including, without limitation, for obtaining short-, medium- or long-term loans in the exclusive interest of FAI, the execution of documents certifying undertakings and commitments (deeds of obligation or submission) for the lease of public assets and execution of special arrangements of any kind, including those that can be entered into Public Registers or registered with public or private bodies
  - carry out all necessary or useful activities in pursuit of these purposes: consultancy, planning, and organization of journeys for education/study/cultural training; staging of cultural events/exhibitions; promotion of tourism; management of commercial businesses (including hospitality/catering) that help pursue FAI's objects; management of agricultural land; agritourism operations; and outsourcing of additional services to third parties
  - contribute to projects for the protection and enhancement of assets belonging to third parties, defining specific arrangements where appropriate
  - promote, including through subsidies, the development of institutions, associations and bodies having analogous or similar purposes to FAI.

FAI may carry out fundraising operations as permitted by the regulations applicable to third-sector bodies. FAI is permitted to carry out operations other than those set out above, on condition that they are secondary and related to them, pursuant to the criteria and limits set out by the applicable legislation.

**Other and general activities** (pursuant to Art. 6 of Legislative Decree No. 117/2017)

In compliance with the regulations governing third-sector bodies (Legislative Decree 117/2017), FAI – Fondo per l'Ambiente Italiano ETS has identified in its by-laws those activities of general interest that it carries out exclusively or mainly for the pursuit, on a non-profit basis, of civic, solidarity, and social utility purposes. Specifically, FAI ETS, as set out in Article 2 of its by-laws, *“has as its exclusive aim the education and instruction of the community in the defense of the environment and of Italy's artistic and monumental heritage. It pursues this aim by carrying out the following activities of general interest:*

- operations for the protection, promotion, and enhancement of the cultural heritage and the landscape, pursuant to Legislative Decree No. 42 of January 22, 2004, as amended
- operations and services to safeguard and enhance the environmental conditions and the intelligent and rational use of natural resources
- the organization and management of cultural, artistic, and recreational activities of social interest, including operations (such as publishing) for the promotion of culture and voluntary service
- undergraduate and postgraduate training
- scientific research of particular social interest
- education and professional training (Law No. 53 of March 28, 2003,

as amended), and cultural activities of social interest with educational purposes

- the organization and management of tourist activities of cultural interest
- social agriculture, pursuant to Article 2 of Law No. 141 of August 18, 2015, as amended
- regeneration of unused public assets or assets confiscated from organized crime syndicates.”

At the meeting of the Board of Directors of April 21, 2022, the following secondary activities were approved: *“the operation of commercial establishments, including in the hospitality and catering sectors, management of income-generating real estate, sponsorship and cooperation agreements with companies of a commercial nature, temporary concessions for the use of FAI properties for commercial purposes, provision or outsourcing of additional services to third parties, leasing of business units of commercial establishments, management of agricultural land, sale of goods and products, production of goods and products, food production, and tourist hospitality activities.”*

Visit to the restoration site at the Abbazia di San Fruttuoso, Camogli (Genoa), a FAI property since 1983



# Local presence

## FAI's Properties

in chronological order of acquisition

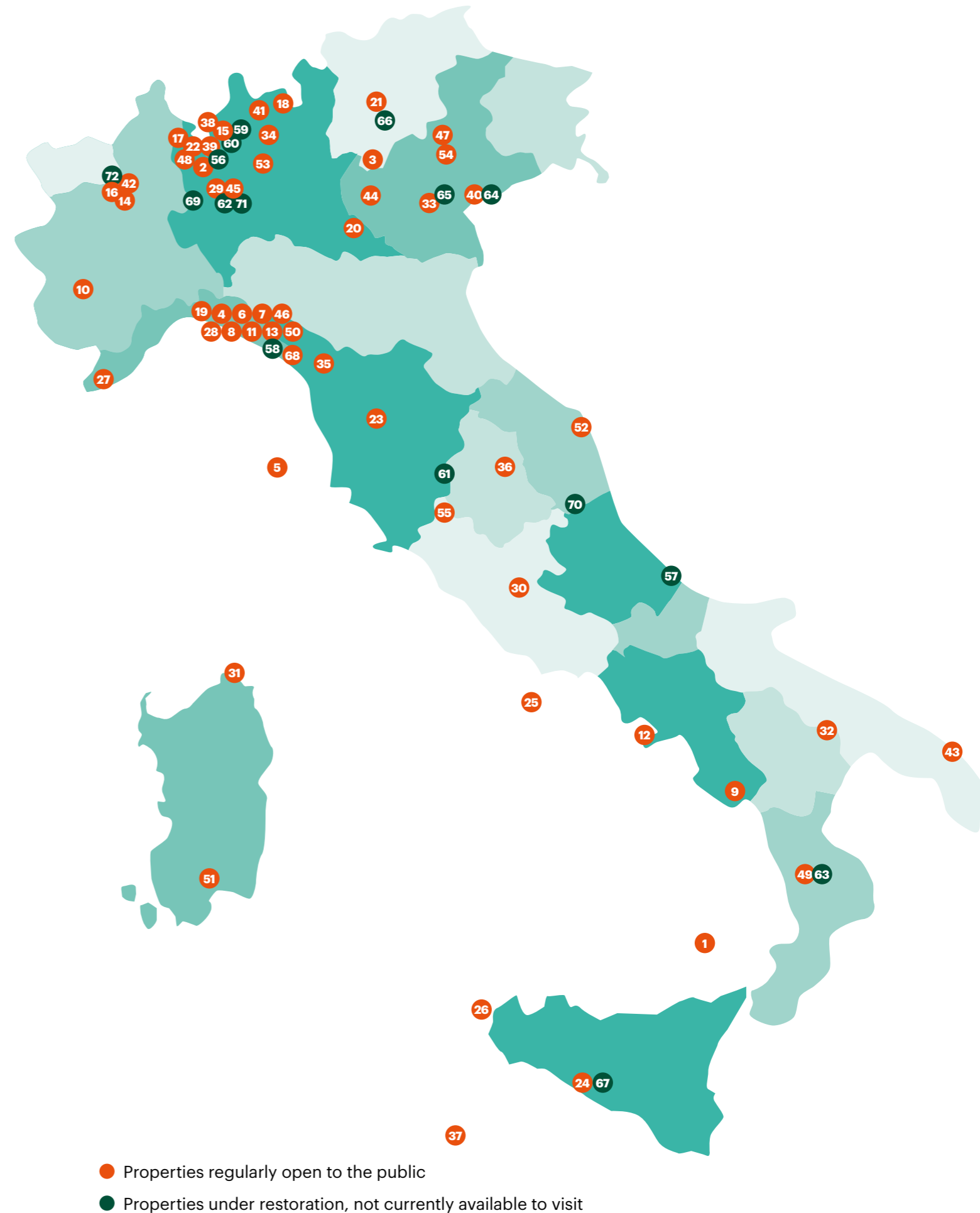
FAI's historical, artistic, or landscape properties are places of **recognized historical, artistic, and natural value** that are protected, restored, enhanced and opened to the public by FAI. FAI may own them – through donations, bequests or inheritances – or manage them under concession from a public body or on loan from a private entity.

**They are managed as hubs within the landscape, social, cultural, and economic contexts** of which they are a part and are considered as forms of **heritage to be enjoyed**. In view of this goal, FAI is committed to nurturing the relationship between these places and people, inviting everyone – through contact with art, history, and nature – to grow and to develop their physical and spiritual wellbeing, and to recognize the value of the shared cultural heritage in the rediscovery of the roots of Italy's identity.

This is one of the reasons why FAI today safeguards cultural heritage in a broader sense: while in the past it mainly protected castles or villas, the properties that FAI now protects and develops also include examples of agricultural and farming traditions such as the Villa Caviciana estate in Tuscany, historic workshops such as the Antica Barberia Giacalone in Genoa, or "places of the imagination," such as the garden on the hill in Recanati that inspired Giacomo Leopardi's famous poem *The Infinite*. These are also representative pieces of Italy's cultural identity.

FAI's properties are places of **memory, knowledge, and leisure**, but they are also the focus of a commitment to fostering the **sustainable development of the property in question and the local area** of which it is an integral part. This is achieved by implementing innovative projects and disseminating replicable best practices, raising awareness among individuals, engaging the local community, and collaborating with businesses.

As at 31 December 2023, FAI had **72 institutional properties, of which 55 are open to the public and 17 are being restored**.



## Properties open to the public

- 1 Area costiera a Cala Junco**  
Island of Panarea, Aeolian archipelago (Messina)  
Donated by Piero di Blasi, 1976
- 2 Monastero di Torba**  
Gornate Olona (Varese)  
Donated by Giulia Maria Crespi, 1977
- 3 Castello di Avio**  
Sabbionara d'Avio (Trento)  
Donated by Emanuela di Castelbarco Pindemonte Rezzonico, 1977
- 4 Area boschiva sul Monte di Portofino**  
Camogli (Genoa)  
Donated by the Casana family in memory of Renato Casana, 1977
- 5 Area costiera sull'Isola di Capraia**  
Isola di Capraia (Livorno)  
Donated by Ignazio Vigoni Medici di Marignano, 1978
- 6 Promontorio e Torre di Punta Pagana**  
San Michele di Pagana, Rapallo (Genoa)  
the De Grossi Family, 1981
- 7 Area boschiva sul Monte di Portofino**  
Camogli (Genoa)  
Donated by Carla Salvucci, 1981
- 8 Abbazia di San Fruttuoso**  
Camogli (Genoa)  
Donated by Frank e Orietta Pogson Doria Pamphilj, 1983
- 9 Area costiera a San Giovanni a Piro**  
San Giovanni a Piro (Salerno)  
Donated by Fiamma Petrilli Pintacuda, 1984
- 10 Castello della Manta**  
Manta (Cuneo)  
Donated by Elisabetta De Rege Provana, 1985
- 11 Area boschiva sul Monte di Portofino**  
Camogli (Genoa)  
Donated by Benito Brignola, 1986
- 12 Baia di Ieranto**  
Massa Lubrense (Naples)  
Donated by Italsider, 1987
- 13 Casa Carbone**  
Lavagna (Genoa)  
Bequeathed by Emanuele and Siria Carbone,, 1987
- 14 Castello e Parco di Masino**  
Caravino (Turin)  
Purchased from Luigi Valperga di Masino thanks to donations by FIAT, Cassa di Risparmio di Torino, Maglificio-calzificio torinese, 1988
- 15 Villa del Balbianello**  
Tremezzina (Como)  
Legato testamentario Guido Monzino, 1988
- 16 Torre di Velate**  
Velate (Varese)  
Donated by Leopoldo Zambelletti, 1989
- 17 Villa Della Porta Bozzolo**  
Casalzuigno (VA)  
Donated by the Bozzolo family, 1989
- 18 Castel Grumello**  
Montagna in Valtellina (Sondrio)  
Donated by Fedital, 1990
- 19 Antica barberia Giacalone**  
Genoa  
Purchased from the Giacalone family through a public appeal, 1992
- 20 Antica edicola dei giornali**  
Mantua  
Purchased from the Gandolfi family through a public appeal, 1992
- 21 Maso Fratton Valaja**  
Spormaggiore (Trento)  
Purchased from the Endrizzi family thanks to a donation by Bayer Italia, 1993
- 22 Villa e Collezione Panza**  
Varese  
Donated by Giuseppe e Giovanna Panza di Biumo, 1996
- 23 Teatrino di Vetrano**  
Pescaglia (Lucca)  
Donated by Anna Biagioni, concession from Pescaglia Local Council, 1997
- 24 Giardino della Kolymbethra**  
Valley of the Temples, Agrigento  
Concession from Sicily Region, 1999
- 25 Area costiera sull'Isola di Ponza**  
Island of Ponza (Latina)  
Donated by Franco and Bianca Maria Orsenigo, 2001
- 26 Area collinare sull'Isola di Levanzo**  
Island of Levanzo, Aegadian archipelago (Trapani)  
Donated by Griseldis Fleming, 2001
- 27 Casa e Collezione Laura**  
Ospedaletti (Imperia)  
Donated by Luigi Anton and Nera Laura, 2001
- 28 Area boschiva sul Monte di Portofino**  
Santa Margherita Ligure (Genoa)  
Donated by Ida Marta Oliva, 2001
- 29 Villa Necchi Campiglio**  
Milan  
Donated by Gigina Necchi Campiglio and Nedda Necchi, 2001
- 30 Villa Gregoriana**  
Tivoli (Rome)  
Concession from the Italian Public Property Agency, 2002
- 31 Batteria Militare Talmone**  
Palau (Sassari)  
Concession from the Autonomous Region of Sardinia, 2002
- 32 Casa Noha**  
Matera  
Donated by the Fodale and Latorre families, 2004
- 33 Villa dei Vescovi**  
Luvigliano di Torreglia (Padua)  
Donated by Maria Teresa Olcese Valoti and Pierpaolo Olcese, in memory of Vittorio Olcese, 2005
- 34 Mulino "Maurizio Gervasoni"**  
Purchased from the Gervasoni family through a donation by Intesa Sanpaolo, 2005
- 35 Torre e Casa Campatelli**  
San Gimignano (Siena)  
Bequeathed by Lydia Campatelli, 2005
- 36 Bosco di San Francesco**  
Assisi (Perugia)  
Purchased through a donation by Intesa Sanpaolo, 2008

## Properties being restored

- 37 Giardino Pantesco Donnafugata**  
Island of Pantelleria (Trapani)  
Donated by Cantine Donnafugata, 2008
- 38 Villa Fogazzaro Roi**  
Oria Valsolda (Como)  
Bequeathed by Giuseppe Roi, 2009
- 39 Antica pensilina del tram**  
Vellate (Varese)  
Donated by the Festi Maimone family 2011
- 40 Negozio Olivetti**  
Venice, Saint Mark's Square  
Concession from Assicurazioni Generali, 2011
- 41 Alpe Pedroria e Alpe Madrera**  
Talamona (Sondrio)  
Bequeathed by Stefano Tirinzoni, 2011
- 42 Collezione Enrico a Villa Flecchia**  
Villa Flecchia, Magnano (Biella)  
Donated by Piero Enrico, 2011
- 43 Abbazia di Santa Maria di Cerrate**  
Lecce  
Concession from the Province of Lecce, 2012
- 44 Terreni sull'ansa dell'Adige**  
Verona  
Donated by Renata Dalli Cani, 2012
- 45 Palazzina Appiani**  
Milan  
Concession from Milan City Council, 2015
- 46 Area boschiva sul Monte di Portofino**  
Camogli (Genoa)  
Donated by the Falconi family, 2015
- 47 Monte Fontana Secca**  
Quero Vas (Belluno)  
Donated by siblings Bruno and Liliana Collavo, 2015
- 48 Casa Macchi**  
Morazzone (Varese)  
Bequeathed by Marialuisa Macchi, 2015
- 49 I Giganti della Sila**  
Spezzano della Sila (Cosenza)  
Concession from the Sila National Park, 2016
- 50 Area boschiva sul Monte di Portofino**  
Camogli (Genoa)  
Donated by famiglia Capurro, 2016
- 51 Saline Conti Vecchi**  
Assemmini (Cagliari)  
Property owned by Conti Vecchi and enhanced by FAI
- 52 Orto sul Colle dell'Infinito**  
Recanati (Macerata)  
Concession from Recanati City Council, the Centro Nazionale di Studi Leopardiani, and the Centro Mondiale della Poesia e della Cultura "Giacomo Leopardi," 2017
- 53 Palazzo Moroni**  
Bergamo  
Entrusted to FAI by the Fondazione Museo Palazzo Moroni
- 54 Memoriale Brion**  
San Vito di Altivole (Treviso)  
Donated by fratelli Ennio and Donatella Brion, 2022
- 55 Villa Caviciana**  
Gradoli (Viterbo)  
Donated by Fondazione Frits & Mocca Metzeler, 2022
- 56 Villa San Francesco**  
Varese  
Bequeathed by Maria Luisa Monti Veratti (naked possession), 2001
- 57 La Stanza del Belvedere**  
Vasto (Chieti)  
Bequeathed by Cesario Cicchini, 2006
- 58 Podere Case Lovara a Punta Mesco**  
Levanto (La Spezia)  
Donated by Immobiliare Fiascherino s.r.l., 2009
- 59 Torre del Soccorso detta del Barbarossa**  
Tremezzina (Como)  
Bequeathed by Rita Emanuela Bernasconi, 2010
- 60 Velarca**  
Tremezzina (Como)  
Donated by Aldo and Maria Luisa Norsa, 2011
- 61 Area agricola a Cetona**  
Cetona (Siena)  
Purchased through a donation by Federico Forquet, 2013
- 62 Casa Crespi**  
Milan  
Donated by Giampaolo and Alberto Crespi, 2013
- 63 Casino Mollo**  
Spezzano della Sila (Cosenza)  
Donated by Giovanna, Beatrice and Maria Silvia Mollo, 2016
- 64 Casa Bortoli**  
Venice  
Bequeathed by Sergio and Carla Bortoli, 2017
- 65 Casa dal Prà**  
Padua  
Bequeathed by Maria Pia dal Prà, 2017
- 66 Cappella del Simonino**  
Trento  
Bequeathed by Marina Larcher Fogazzaro, 2018
- 67 Case Montana**  
Kolymbethra Garden, Valley of the Temples, Agrigento  
Purchased from Caterina Di Grado, 2018
- 68 Villa Rezzola**  
Pugliola, Lerici (La Spezia)  
Bequeathed by Maria Adele Carnevale Miniati, 2020
- 69 Casa e Tenuta Perego**  
Villareale, Cassolnovo (Pavia)  
Donated by Filippo Perego di Cremnago (naked possession), 2020
- 70 Bosco "Carmela Cortini"**  
Valle Castellana, località Valzo (Teramo)  
Donated by Franco Pedrotti in memory of his wife Carmela Cortini, 2021
- 71 Casa Livio e Collezione Grandi**  
Milan  
Donated by siblings Filippo, Laura, and Edoardo Grandi, 2023
- 72 Convento di San Bernardino - Casa Olivetti**  
Ivrea  
Donated by Tim S.p.A. (Monastery) and the heirs of Adriano Olivetti (Church), 2023

## Other Properties

### Properties promoted by FAI volunteers

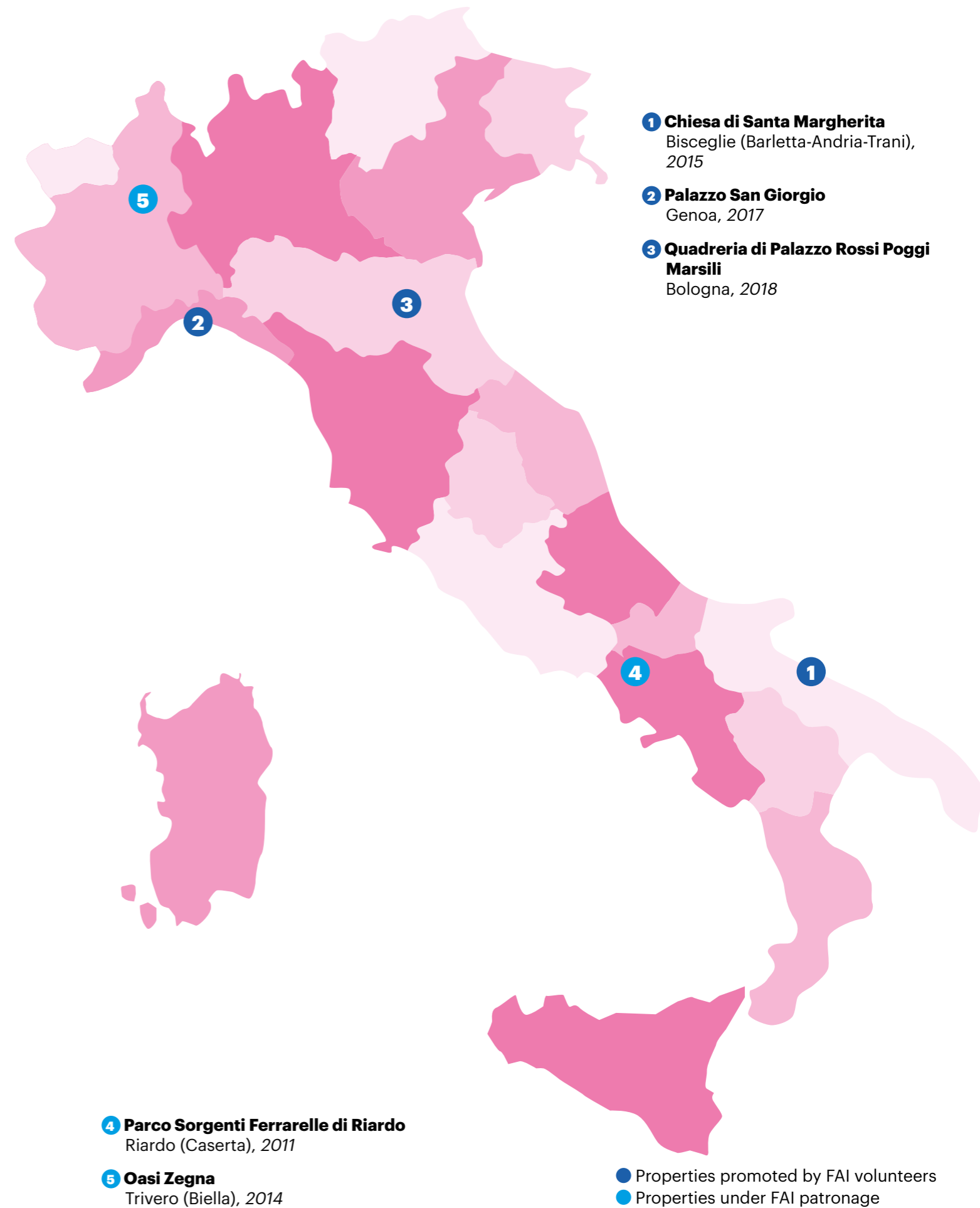
(listed in chronological order based on date of entrusting to volunteers and allocation of patronage)

These are historical, artistic, or landscape assets that do not belong to FAI, but which our local Delegations, under specific agreements with local administrations, are committed to enhancing through visits and events.

### Properties under FAI's patronage

For the most part landscapes, these assets are not owned by FAI and belong to other foundations or private companies with which FAI has drafted an agreement for the protection and enhancement of the asset in question.

Parco Sorgenti Ferrarelle di Riardo, Riardo (Caserta), a property under FAI's patronage since 2011

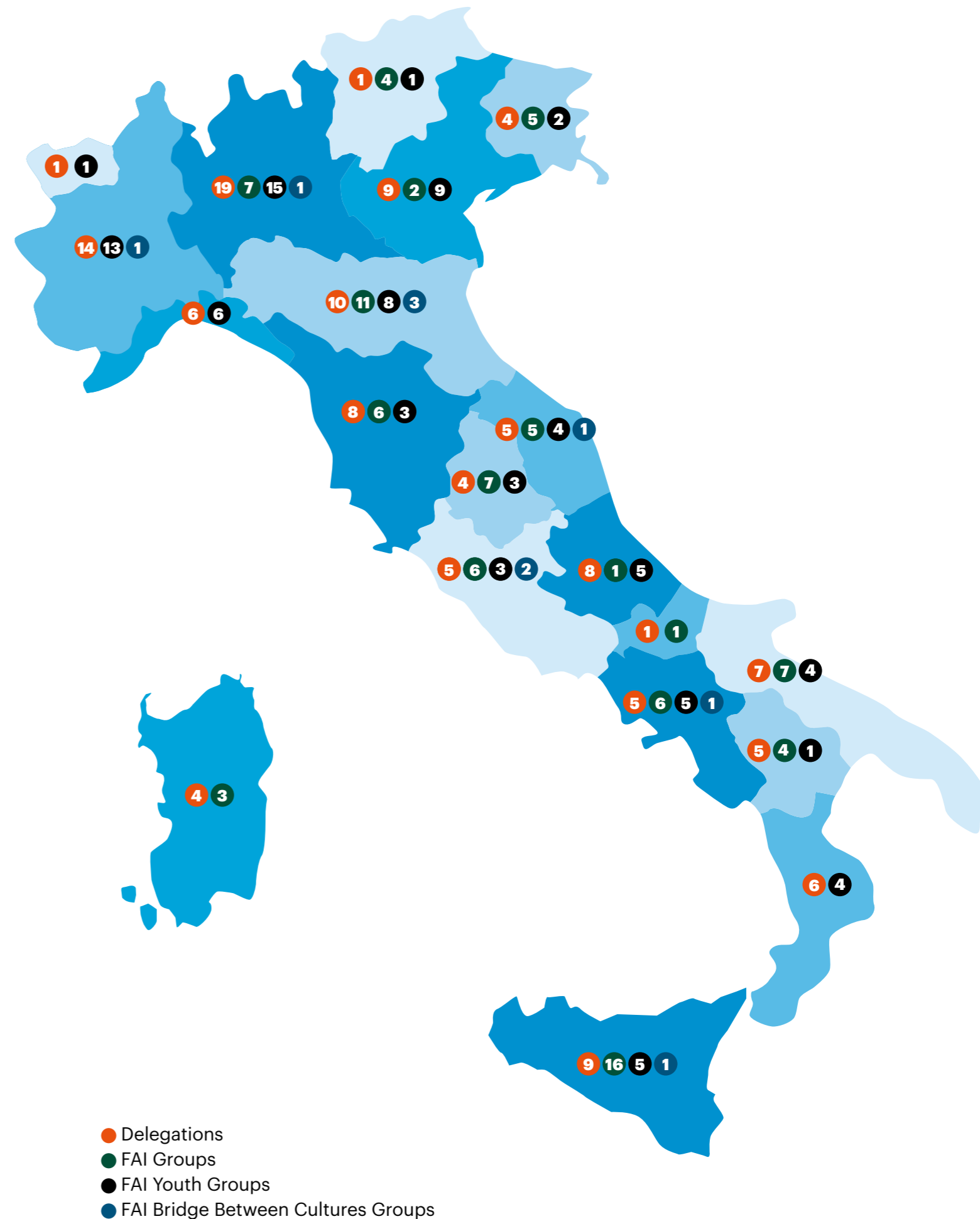


## FAI's Network in Italy: the Delegations

The Delegations – an extensive network of well-organized, pro-active **volunteers** in Italy's major towns and cities – are FAI's engine across the country, and they contribute to the embedding of FAI nationwide, working to disseminate its values and its operations. Thanks to their work, day in, day out, and to their expertise and enthusiasm, the Delegations provide FAI's frame of reference for the local stakeholders, be they institutions, private companies or citizens.

In 2023, the FAI network stood at **368 active affiliates** in 20 regions and distributed as follows: 132 Delegations active throughout the country, which, together with 114 FAI Groups, 93 FAI Youth Groups (involving volunteers aged between 18 and 35), and 10 FAI Bridge Between Cultures Groups. All of them help to spread FAI's mission. The total of around **3,000 permanent volunteers** are complemented by more than **10,000 volunteers** at major national events.

A group of young volunteers during the FAI Spring Days in the Sala Vanvitelli, head quarters of the Bar Association of Rome



- Delegations
- FAI Groups
- FAI Youth Groups
- FAI Bridge Between Cultures Groups

**ABRUZZO****President:****Roberto Di Monte**

Delegations: Chieti, L'Aquila, Lanciano, Marsica, Pescara, Sulmona, Teramo, Vasto  
 FAI Groups: Ortona  
 FAI Youth Groups: Chieti, Lanciano, Pescara, Teramo, Vasto

**ALTO ADIGE****President:****Carlo Trentini**

Delegations: Bolzano  
 FAI Groups: Merano  
 FAI Youth Groups: Bolzano

**BASILICATA****President:****Rosalba Demetrio**

Delegations: Costa Jonica, Matera, Potenza, Tricarico and the Lucanian hinterland, Vulture Melfese and Alto Bradano  
 FAI Groups: Alta Val D'Agri, Pisticci-Valle dei Calanchi, Ferrandina, Lagonegrese,  
 FAI Youth Groups: Matera

**CALABRIA****President:****Anna Lia Paravati**

**Capogreco**  
 Delegations: Catanzaro, Cosenza, Locride and Piana, Reggio Calabria, Santa Severina and Marchesato, Vibo Valentia  
 FAI Youth Groups: Catanzaro, Locride and Piana, Reggio Calabria, Vibo Valentia

**CAMPANIA****President:****Michele Pontecorvo**

**Ricciardi**  
 Delegations: Avellino, Benevento, Caserta, Naples, Salerno  
 FAI Groups: Aversa, island of Capri, Nola, Penisola Sorrentina, Pozzuoli and Campi Flegrei, Vesuvio  
 FAI Youth Groups: Avellino, Benevento, Caserta, Naples, Salerno  
 FAI Bridge Between Cultures Group: Naples

**EMILIA ROMAGNA****President:****Carla Di Francesco**

Delegations: Bologna, Cesena, Ferrara, Forli, Modena, Parma, Piacenza, Ravenna, Reggio Emilia, Rimini  
 FAI Groups: Appennino Bolognese, Appennino Modenese, Bassa Modenese, Bobbio, Cervia, Imola Dozza Valle del Santerno, Faenza, Lugo, Monticelli D'Ongina, Pieve di Cento, Savena Idice Sillaro  
 FAI Youth Groups: Bologna, Ferrara, Forli, Modena, Parma, Piacenza, Ravenna, Reggio Emilia  
 FAI Bridge Between Cultures Groups: Bologna, Modena, Ravenna

**FRIULI VENEZIA GIULIA****President:****Tiziana Sandrinelli**

Delegations: Gorizia, Pordenone, Trieste, Udine  
 FAI Groups: Cividale del Friuli, Palmanova, Sacile, Spilimbergo-Maniago, San Vito al Tagliamento  
 FAI Youth Groups: Pordenone, Trieste

**LAZIO****President:****Giuseppe Morganti**

Delegations: Frosinone, Gaeta, Latina, Rome, Viterbo  
 FAI Groups: Anzio-Nettuno, Castelli Romani, Civitavecchia, Rieti, Sabina, Veio  
 FAI Youth Groups: Latina, Roma, Viterbo  
 FAI Bridge Between Cultures Groups: Rome, Latina

**LIGURIA****President:****Roberta Cento Croce**

Delegations: Albenga-Alassio, Genoa, Imperia, La Spezia, Portofino-Tigullio, Savona  
 FAI Youth Groups: Albenga-Alassio, Genoa, Imperia, La Spezia, Portofino-Tigullio, Savona

**LOMBARDY****President:****Andrea Rurale**

Delegations: Alta Brianza, Bergamo, Brescia, Como, Crema, Cremona, Lecco, Lodi, Mantua, Milan, Milan West, Monza, Oltrepò Pavese, Pavia, Seprio, Sondrio, Valcuvia Luino and Eastern Verbano, Varese, Vercatese  
 FAI Groups: Bassa Bergamasca, Bornio and Alta Valtellina, Castiglione delle Stiviere-Alto Mantovano, Franciacorta-Sebino, Milan North-East, Milan South-East, Milan South-West, Vallecamonica  
 FAI Youth Groups: Alta Brianza, Bergamo, Brescia, Como, Cremona, Lecco, Lodi, Mantua, Milan, Milan West, Monza, Oltrepò Pavese, Pavia, Varese, Vercatese  
 FAI Bridge Between Cultures Groups: Brescia

**MARCHE****President:****Alessandra Stipa**

**Alesiani**  
 Delegations: Ancona, Ascoli Piceno, Fermo, Macerata, Pesaro Urbino  
 FAI Groups: Fabriano, Fano, Jesi e Vallesina, San Benedetto del Tronto, Senigallia  
 FAI Youth Groups: Ancona, Ascoli Piceno, Macerata, San Benedetto del Tronto  
 FAI Bridge Between Cultures Groups: Ancona

**MOLISE****President:****Roberto Di Monte**

Delegazione: Campobasso  
 Gruppo FAI: Termoli

**PIEDMONT****President:****Maria Cattaneo Leonetti**

Alessandria, Asti, Biella, Casale Monferrato, Cuneo, Ivrea and Canavese, Novara, Novi Ligure, Saluzzo, Turin, Tortona, Valle di Susa, Verbano-Cusio-Ossola, Vercelli

FAI Groups: cqui Terme, Alba and Langhe, Bassa Valle Tanaro, Castellazzo Bormida, Ciriè and Valli di Lanzo, Colline dal Po al Monferrato, Colline Novaresi, Lago Alto Novarese, Lago d'Orta Ovada, Otherwise Abled, Pinerolo, Savigliano, Sette Castelli dal Tobbio all'Orba, Strada Franca, Ticino, Val Sangone, Valdilana and Valsessera, Valsesia, Western Ticino  
 FAI Youth Groups: Alessandria, Alto Novarese, Asti, Biella, Cuneo, Ivrea and Canavese, Novara, Novi Ligure, Saluzzo, Tortona, Turin, Valle di Susa, Vercelli  
 FAI Bridge Between Cultures Groups: Turin

**PUGLIA****President:****Saverio Russo**

Delegations: Andria, Barletta, Trani, Trulli and Grotte, Bari, Brindisi, Foggia, Lecce, Taranto  
 FAI Groups: Altamura, Giovanazzo, Lucera, North Barese, Salento Jonico, South-east Barese, Tavoliere Ofantino  
 FAI Youth Groups: Bari, Brindisi, Taranto, Trulli and Grotte

**SARDINIA****President:****Monica A. G. Scanu**

Delegations: Cagliari, Nuoro, Oristano, Sassari  
 FAI Groups: La Maddalena, Ogliastra, Olbia-Tempio Pausania

**SICILY****President:****Giuseppe Gini**

Delegations: Agrigento, Caltanissetta, Catania, Enna, Messina, Palermo, Ragusa, Siracusa, Trapani  
 FAI Groups: Acireale, Alcamo, Bagheria, Caltagirone, Carini, Castelbuono, Castelvetro, Corleone, Etna Nord, GiardiniNaxos-Taormina, Giarre-Riposto, Isnello, Marsala, Mazara del Vallo, Nicosia, Piazza Armerina,  
 FAI Youth Groups: Agrigento, Catania, Palermo, Siracusa, Trapani  
 FAI Bridge Between Cultures Groups: Catania

**TOSCANA****President:****Rosita Galanti Balestri**

Delegations: Arezzo, Florence, Grosseto, Livorno, Lucca, Pisa, Prato, Siena  
 FAI Groups: Maremma, Massa, Pistoia-Montagna Pistoiese, Valdinievole, Versilia, Volterra  
 FAI Youth Groups: Firenze, Livorno, Pisa

**TRENTINO****President:****Luciana de Pretis**

Delegation: Trento  
 FAI Groups: Alto Garda, Rovereto Vallagarina, Val di Fiemme-Val di Fassa, Val di Sole-Val di Non  
 FAI Youth Groups: Trento

**UMBRIA****President:****Raffaele de Lutio**

Delegations: Foligno, Lake Trasimeno, Perugia, Terni  
 FAI Groups: Assisi, Città di Castello, Gualdo Tadino, Gubbio, Orvieto, Spoleto, Todi  
 FAI Youth Groups: Foligno, Perugia, Terni

**VALLE D'AOSTA****President:****Maria Cattaneo Leonetti**

Delegations: Aosta  
 FAI Youth Groups: Aosta

**VENETO****President:****Ines Lanfranchi Thomas**

Delegations: Bassano del Grappa, Belluno, Padua, Portogruaro, Rovigo, Treviso, Venice, Verona, Vicenza  
 FAI Groups: Basse, Mirano  
 FAI Youth Groups: Bassano del Grappa, Belluno, Padua, Portogruaro, Rovigo, Treviso, Venice, Verona, Vicenza

# Synergies with other organizations and association networks

## FAI's international network

With more UNESCO World Heritage Sites than any other country on the World Heritage List, Italy's artistic, cultural, and natural heritage is envied the world over and greatly appreciated by those who care about safeguarding it. Promoting FAI abroad means reaching out to those who see themselves as the guardians of this treasure, regardless of their nationality. At the end of 2023 FAI worked with **three support groups** to spread and support its mission around the world: Friends of FAI, FAI UK – Italian Heritage Trust, and FAI SWISS with its delegation FAI Suisse Romande.



**Friends of FAI** is an independent charity governed by US law, active since 2001. The mission of Friends of FAI is to promote an appreciation and support in the United States for the preservation of Italy's cultural and historical heritage, as reflected in Italy's buildings and assets of architectural and environmental importance, and especially in FAI's properties. Friends of FAI achieves its educational goals by supporting FAI in its efforts to restore, conserve, and open to the public important Italian monuments and sites.

FRIENDS OF FAI		
<b>International Chairwoman</b> Bona Frescobaldi*	<b>Board of Directors</b>	Laurel Beebe Barrack Enrico Bonetti Céline Crosa di Vergagni Chiara de Rege Michele Eddie Bona Frescobaldi Victoria James Davide Usai
<b>Chairwoman of the Balbianello Circle</b> Maria Manetti Shrem	<b>President</b> James M. Carolan	
	<b>Vice President</b> Sharleen Cooper Cohen	
	<b>Secretary</b> Celine Crosa di Vergagni	
* Founder		



**FAI UK - Italian Heritage Trust** is a British charity active since 2013. Its mission is to enhance Italy's cultural heritage by promoting and conserving the country's buildings and places of historical, architectural, cultural, and artistic interest, and educating the public on issues affecting cultural heritage, in particular by supporting FAI's mission.

FAI UK - ITALIAN HERITAGE TRUST		
<b>Chairman</b> William Parente	<b>Trustees</b> Giacomo Balsamo Edmondo di Robilant Stefano Ferraiolo Sara Pearce Elisabetta Scopinich Catrin Treadwell	<b>Chief Financial Officer</b> Roberto Negro



**FAI SWISS and Délégation Suisse Romande**, FAI SWISS - Fondazione FAI Internazionale Svizzera is a private foundation under Swiss law operating since 2012 in Lugano (Ticino) and since 2015 also in Geneva (Suisse Romande). FAI's purpose is to promote cultural exchanges between Switzerland and Italy – and specifically, the activities of FAI – with a view to safeguarding and enhancing cultural assets in Switzerland of particular importance for Italian culture.

FAI SWISS		
<b>Honorary President</b> Mario Botta Alfredo Gysi Marco Solari	<b>Foundation Board</b>	Sofia Cattani Cristina Fantin Gatti Anna Ughi Gotti Chiara Grassi Béatrice Groh Bellet de Tavernost Alberica Pellerey Isabella Puddu Guagni
	<b>President</b> Simona Garelli Zampa	
	<b>Vice-President</b> Maddalena Pais	
	<b>Directors</b> Paola Boselli Foglia Carolyn Buckley	<b>Secretary</b> Paolo Bernasconi



FAI SUISSE ROMANDE		
<b>Honorary President</b> Florence Notter-Daugny	<b>Vice-President and Culture</b> Giuseppina Piérard Runcio	<b>Administration and Marketing</b> Francesca Galluccio
<b>President</b> Sofia Cattani	<b>Treasury</b> Lavinia Marconi Lusso	<b>School</b> Mara Marino Adriana Bonzanigo

FAI also operates through the representation of international association networks that bring together organizations with a shared approach to the conservation of global cultural heritage, both tangible and intangible. Participation in such networks fosters the exchange of expertise and best practice at the global level and helps to express the sector's needs more forcefully to the international community. At the end of 2023 FAI was a **member of two international associations:**

#### ■ INTO – The International National Trusts Organisation

Since 2009, FAI has been a member of INTO – The International National Trusts Organization, a network of organizations that, like FAI, have the mission of safeguarding, protecting, and preserving their countries' cultural heritage. FAI members enjoy free admission to all places protected by INTO Places members, which include the National Trust of England, Wales, and Northern Ireland.

#### ■ Europa Nostra

FAI has been a member of Europa Nostra since 1999. Europa Nostra, founded in 1963 in Paris, is an international association dedicated to the protection of cultural heritage. Extending to more than 40 countries, Europa Nostra is recognized as the largest, most representative cultural heritage network in Europe. It maintains close ties with the European Union, the Council of Europe, UNESCO, and other international bodies.

FAI also enjoys close relationships with:

#### ■ Associazione Amici del FAI – Restauro Monumenti e Paesaggio ODV - ETS

The Association Amici del FAI is a recognized volunteer association registered in the Single National Register of the Third Sector under No. 90675. Since 2007, the association has been working alongside FAI, sharing its mission of protecting, caring for, and enhancing Italy's historical, artistic, and landscape heritage and, in particular, small FAI properties, with the aim of making culture increasingly accessible to all.

#### ■ The National Trust, Wales and Northern Ireland

The National Trust of England, Wales and Northern Ireland is an organization founded in 1895 with the aim of preserving and protecting the historical and natural heritage of England, Wales and Northern Ireland. The National Trust is the model that has inspired FAI since its inception. FAI maintains a close working relationship with the National Trust to exchange best practices and knowledge on specific issues.



Close-up of the frescoed ceiling of the Room of the Austrian Ambassadors at the Castello di Masino, Caravino (Turin), a FAI property since 1988

# Map and Engagement of the Main Stakeholders

The principle that guides FAI's relationships with its various stakeholders every single day is the desire to ensure that the spirit of Article 9 of the Italian Constitution remains alive and relevant: "The Republic promotes the development of culture and scientific and technical research. It protects the landscape and the historical and artistic heritage of the nation."

**FAI shares a desire with all of its stakeholders: to make the landscape and the historical and artistic heritage an asset available to all – today and forever.**



- Many authoritative **individuals, companies, foundations and associations, and celebrity endorsers** put their weight behind FAI: a generous community of supporters who, through their contributions, express their love for and commitment to Italy's cultural heritage, ensuring FAI's financial sustainability. FAI involves its supporters through membership programs, partnerships, and collaborations, and offers them exclusive opportunities and special forms of recognition to thank them. It also guarantees constant updates on its activities through personalized communications, targeted at providing transparent reporting of the funds raised.
- **Visitors** – both current and potential – **to FAI Properties and the sites the FAI makes accessible** share a common interest in edifying, satisfying and personalized cultural and leisure use of their free time: from families with children, to lovers of outdoor activities, to the culturally curious. FAI undertakes to offer engaging, educational, and meaningful experiences through exhibitions, events, guided tours, creative workshops, and best practices. Feedback and surveys are regularly monitored to evaluate visitor satisfaction and to adapt experiences to visitors needs and interests.
- **Local communities** with ties to the areas that are home to FAI properties are key players in the country's development. Not only should individual monuments and natural sites be protected, but the entire cultural, social and economic fabric of the places in question should be rediscovered, developing the connections between FAI properties and the surrounding area, within a new framework of hubs and systems, capable of planning together and supporting and stimulating each other. FAI undertakes to serve as a cultural and social frame of reference within the local community, affording exclusive opportunities, public events, educational activities, and collaborations with local organization, with a view to involving residents actively and to creating significant links with the communities.
- FAI collaborates in various ways with **institutions, ministries, superintendencies, and local authorities** as policy-makers, suppliers of public goods, consultants, and collaborators. Thanks to negotiating tables, memorandums of understanding, joint agreements, and projects, FAI undertakes to have a decisive impact in contributing to the public debate, facilitating knowledge exchange and promoting within the community a culture geared towards safeguarding and making the most of Italy's historical, artistic, and natural heritage.
- **Academia** is a natural partner to FAI, which provides teachers and students at all levels with educational offerings in line with the indications set out by the Ministry of Education, in order to stimulate exchanges among peers, intercultural dialogue and a spirit of pro-active citizenship that involves youngsters in the protection of the country's heritage. The academic world and the scientific community support FAI's commitment through studies, research, contributions, and specialized collaborations in support of its institutional activities.

- **The media**, towards which FAI has a duty to provide serious, credible communication on landscape and cultural-heritage issues with a view to fostering an ethical and aesthetic awareness within public opinion. FAI is committed to talking about the environment and heritage in a systematic way and to making the most of the cultural and educational aspects while encouraging preventative actions. Press releases, press conferences, interviews, testimonials, and appearances on TV, radio, the web, and social networks, are some of the strategies deployed to engage with the media, establishing ongoing, trust-based relationships with media outlets in order to reach wider audiences.
- And then there are all of those who work within the organization in various capacities, starting from the **members of the Board of Directors**, who are actively involved in the decision-making process and in the supervision of FAI's activities. Through regular meetings, financial reports, and special work sessions, the board helps to shape FAI's vision and long-term strategies, ensuring its financial sustainability and providing effective and responsible leadership.
- FAI's **executives, employees, and contractors** undertake to offer a safe, inclusive, collaborative, and stimulating working environment. Through training programs, regular feedback and career-development opportunities, FAI encourages the pro-active and responsible engagement of its personnel in reaching their objectives.
- FAI's **volunteers** play an essential role in achieving its mission, contributing to the FAI's everyday activities and heightening the awareness of the local communities, while paying close attention to the local areas and working to raise funds. Through regular training and refresher courses, opportunities for knowledge, comparison and exchange, and moments of conviviality, FAI undertakes to offer them a gratifying, motivating, and constructive environment, from which to draw the maximum benefit.
- Last but not least is the contribution made by **suppliers and consultants**, who provide services and materials that are essential to FAI's operations, and with whom FAI establishes transparent, collaborative relationships. Through rigorous selection processes, clear agreements, and provisioning processes that are increasingly aligned with its criteria of environmental and social protection, FAI undertakes to maintain relationships grounded in trust with its suppliers while fostering the quality and sustainability of the provisioning chain.



Visitors to Villa Necchi  
Campiglio in Milan, a FAI  
property since 2001

# Material topics



















In 2023, drawing its inspiration from the international standards set out by the Global Reporting Initiative (GRI) and as part of its ongoing journey towards sustainability, FAI conducted an assessment, evaluating the environmental, social, and governance (ESG) topics that influence stakeholder decisions and that have an important impact on its activities. Based on an analysis of the regulations applied to third-sector bodies, an analysis of the FAI Value Wheel, and the benchmarking activity carried out vis-à-vis the main market peers, a list of the key material topics for FAI has been drawn up.

**21 material topics** on ESG issues have been identified. This is a very significant initial milestone for FAI, and provides evidence of its commitment towards report on its ESG performance.

In addition, FAI supports the 17 **Sustainable Development Goals (SDGs)** set out in the 2030 Agenda – an action plan for people, the planet, and prosperity, signed in September 2015 by the governments of 193 member states of the United Nations. The specific SDGs associated with each material topic, to which FAI contributes with its activities, are shown below.

I Giganti della Sila, Spezzano della Sila (Cosenza), a property under concession to FAI since 2016



MATERIAL TOPICS		
<p><b>ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>Protection of biodiversity</li> <li>Water and wastewater</li> <li>Climate changes</li> </ul>	      	
<p><b>SOCIAL</b></p> <ul style="list-style-type: none"> <li>Involvement of the staff</li> <li>Diversity, inclusion and equal opportunities</li> <li>Training of individuals and development of skills</li> <li>Involvement of the community</li> <li>Participation and number of members</li> <li>Nationwide presence of the network</li> <li>Protection of individuals' privacy</li> <li>Extensive volunteer network</li> <li>Health and safety</li> <li>Visitor satisfaction</li> </ul>	       	
<p><b>GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>Protection and promotion of the artistic, social, and cultural heritage</li> <li>Collaboration with other bodies, institutions, and academia</li> <li>Generation and distribution of value</li> <li>Sustainable management of the value chain</li> <li>Monitoring and impact of funded projects</li> <li>Fundraising</li> <li>Strategy and governance of sustainability</li> <li>Ethical business conduct, anti-corruption and regulatory compliance</li> </ul>	  	

Given its nature, the objects it pursues, and the campaigns and initiatives it puts its weight behind and has implemented, we are convinced that work of FAI-Fondo per l'Ambiente Italiano ETS has a positive impact on and for the wider community.

As further proof of this assertion, it should be noted that, over the years, FAI has been called upon time and again to participate in public debates as an authoritative embodiment of collective interests, and has also seen an increase in requests for collaboration from for-profit companies in the context of Corporate Social Responsibility projects implemented by those businesses.

# Our Strategy for the Present and Future

2023 marks the end of the three Operational Plans envisaged by the **Strategic Plan drafted in 2014**. Over these nine years, the Strategic Plan has served as a compass that has supported the organization in its effort to stay focused on the path leading towards the pre-set objectives.

The Value Wheel measures the results achieved: despite the impact that the pandemic had on FAI's developmental rhythm, **9 indicators out of 18** show results above expectations or, at least, remarkable growth trends; the indicators in question include the number of members, and all of those concerning financial aspects. Other indicators show sectors as stable or with more limited growth, offering up ideas for reflection that have been leveraged for the definition of future developmental pathways.



# Key Performance Indicators

	KPI'S	Description	2021	2022	2023	2023 objectives
1 Properties	a. Number of visitors	The indicator measures the number of people visiting FAI properties and represents the capacity to attract visitors	583,578	1,038,632	1,038,632	1,000,000*
	b. Visitor satisfaction	The indicator measures overall visitor satisfaction through a visitor questionnaire	4.76	4.70	4.70	4.50
	c. Interaction with the local area	The indicator measures the average number of agreements made by each of the properties with local institutions and businesses	611**	674	685	-
	d. Property distribution	The indicator expresses the ratio between the provinces with at least one FAI property against the total number of provinces in Italy	35%	37%	37%	40%
	e. Property conservation	The indicator expresses compliance with the planned maintenance standards and the quality of services, with a score from 1 to 5	4.39	4.42	4.5	4.5
	f. Environmental sustainability of the properties	The indicator expresses the percentage annual reduction in CO2 emissions in the properties open to the public with respect to the emissions calculated in 2014	-42%***	-20%	-16.9%	-15%
2 People	a. Number of members	The indicator expresses the number of members at December 31 of each year	214,196	268,795	300,247	250,000
	b. Profile of FAI	The indicator measures public awareness of FAI	-	-	-	40%
3 Network	a. Local network presence	The indicator measures the number of active groups across Italy	345	340	368	350
	b. Places open to the public during nationwide events	The indicator measures the number of properties open to the public on FAI Spring Days and other initiatives	1,200	1,489	1,450	-
	c. Reports and interventions on environment, landscape and heritage	The indicator measures the number of votes cast for the Italian Places I Love survey	-	1,500,638	-	-
4 Organization	a. Staff involvement	The indicator measures the level of motivation and involvement of all collaborators using the Hay Group consultancy model	-	-	-	-
	b. Organizational efficiency	The indicator measures the ratio between institutional activity spending against total spending	68%	71%	76%	70%
Sustainability axis	a. Property expenditure coverage	The indicator measures the percentage of property running costs covered by direct income and represents the properties' ability to self-finance	82.7%	102%	104.2%	100%
	b. Funding of restorations	The indicator expresses the percentage of restoration costs covered and represents FAI's capacity to raise investment	89%	100%	100%	100%
	c. Fundraising	The indicator measures the total funds raised (in thousands of euros) and represents FAI's fundraising capacity	29,120	37,188	47,651	32,000
	d. Number of volunteers locally and at major events	The indicator measures the number of volunteers active locally, in FAI properties and in nationwide campaigns	26,253	41,093	39,130	50,000
	e. Financial stability	The indicator measures the financial result of the profit and loss account (in thousands of euros)	3,417	3,504	1,718	3,315

\* These objectives, set in the 2014-2023 Strategic Plan, were reviewed during the drafting of the 2021-2023 Operating Plan in light of the situation, which was heavily influenced by the pandemic.  
 \*\* The 2021 indicator was subject to change in terms of the measurement criteria due to the exclusion from the score of certain types of agreements.  
 \*\*\* The index calculates the percentage of energy saved with respect to 2019. The 2020 and 2021 results cannot be attributed to a structural action geared towards increasing efficiency.

# GOVERNANCE, STRUCTURE, PEOPLE



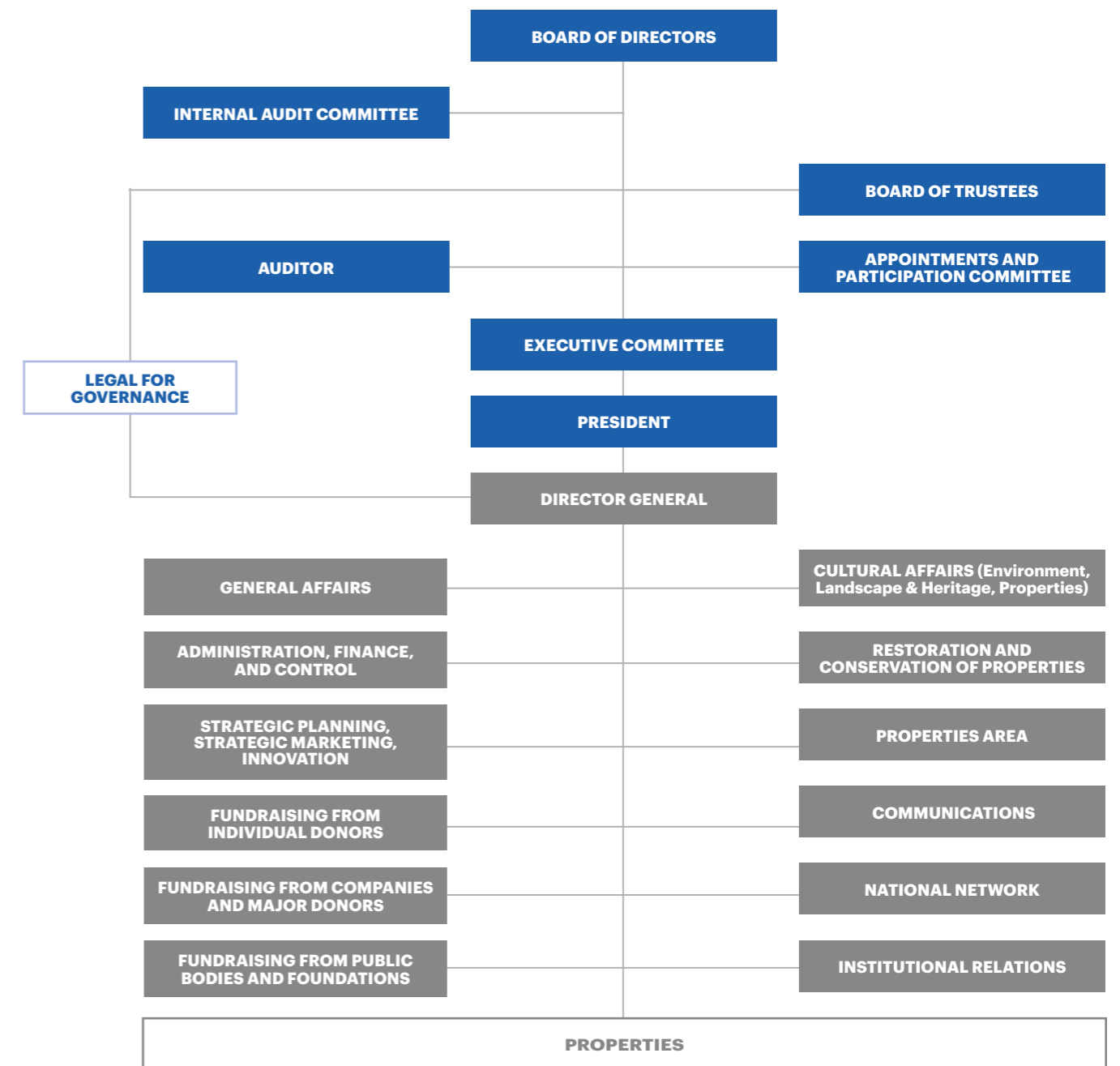
- 1 NO POVERTY
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCED INEQUALITIES
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS

## Governance

FAI's governance structure is composed of a President, three Vice-Presidents, the Board of Directors, the Executive Committee, the Internal Audit Committee, the Auditor, and the Board of Trustees.

**All governance positions, with the exception of the Auditor, which is paid a fee of €8,000 + VAT per year, are not subject to remuneration.**

FAI's President is Marco Magnifico, who was appointed by the Board of Directors on December 15, 2021, having previously served as Executive Vice-President since 2010.



# Bodies and Functions

## President

The position of President is governed by Articles 11-12 of FAI's by-laws.

The President is FAI's legal representative, convenes the Board of Directors and the Executive Committee, sets the agenda, coordinates their work, sees to the execution of resolutions and generally exercises any other power provided to the President under the by-laws.

In urgent cases, they may adopt measures within the purview of the Board of Directors, subject to ratification by the Board at its first meeting, which must in any case be convened by the President within 60 days of the date of adoption of the measures concerned. They are also responsible for representative relations with national and international institutions and major donors.

The President may be elected for a maximum of two terms of office (consecutive or non-consecutive) of five years each, starting from the date of their appointment, and ceases all functions as President and Director with the approval of the Financial Statements for the fifth financial year from that which they were appointed or reappointed.

	APPOINTMENT
<b>Marco Magnifico</b>	December 15, 2021

## Vice-Presidents

The position of Vice-President is governed by Articles 11 and 13 of FAI's by-laws.

The Vice-President – the oldest in office where there are several Vice-Presidents – stands in for the President in the event of their absence or impediment.

The term of office of the Vice-President ends with the end of the term of office of the Director.

	APPOINTMENT
<b>Ilaria Borletti Buitoni</b>	June 12, 2019
<b>Maurizio Rivolta</b>	June 12, 2019
<b>Flavio Valeri</b>	November 23, 2022

## Board of Directors

Pursuant to Article 18 of the by-laws, the Board of Directors is responsible for the ordinary and extraordinary administration of FAI.

It also has exclusive responsibility for:

- passing resolutions on the annual financial statements, social report and annual budget
- identification of different, secondary and instrumental activities
- approval, upon proposal of the Executive Committee, of the strategic guidelines
- appointment and dismissal of members of commissions and committees

- passing resolutions, by a two-thirds majority of its members in office, on amendments to the by-laws and on the possible merger, transformation and dissolution of FAI
- resolutions on matters concerning Supporters and Extraordinary Supporters, with justification of any rejection of applications
- appointment of the members of the Executive Committee
- establishment of one or more bodies of assets intended for a specific operation.

Pursuant to Article 15 of the by-laws, the Directors remain in office for a five-year term and their term of office ends with the approval of the annual financial statements for the fifth financial year after that in which they are appointed. All Directors may be re-elected or re-appointed after the end of their term of office for no more than two further terms of office.

	FIRST APPOINTMENT	OFFICE
<b>Marco Magnifico</b>	December 15, 2021	President (December 15, 2021)
<b>Giovanni Agosti</b>	November 28, 2018	
<b>Franco Anelli</b>	November 28, 2018	
<b>Guido Beltramini</b>	November 28, 2018	
<b>Ilaria Borletti Buitoni</b>	June 12, 2019	Vice-President (June 12, 2019)
<b>Costanza Esclapon De Villeneuve</b>	April 16, 2024	
<b>Maddalena Gioia Gibelli</b>	June 16, 2021	
<b>Andrea Kerbaker</b>	January 18, 2008	
<b>David Landau</b>	November 24, 2011	
<b>Stefano Lucchini</b>	November 28, 2018	
<b>Marco Marcatili</b>	November 28, 2018	
<b>Clarice Orsi Pecori Giraldi</b>	November 28, 2018	
<b>Galeazzo Pecori Giraldi</b>	December 18, 2001	
<b>Carlo Pontecorvo</b>	November 11, 2015	Chair of the Ap- pointments and Par- ticipation Committee (November 28, 2017)
<b>José Rallo</b>	June 16, 2021	Member of the Ap- pointments and Par- ticipation Committee (April 21, 2017)
<b>Maurizio Rivolta</b>	June 12, 2019	Vice-President (June 12, 2019)
<b>Tiziana Sandrinelli</b>	April 17, 2019	Director Responsible for Delegations pursuant to Art. 14, Lett. C)
<b>Luca Siciliano</b>	February 5, 2020*	Elected by the Mem- bers pursuant to Art. 14, Lett. B)
<b>Michele Valensise</b>	June 16, 2021	
<b>Flavio Valeri</b>	April 18, 2011	Vice-President (November 23, 2022)

**Anna Zegna** March 16, 2015\*\* Elected by Supporters pursuant to Art. 14, Lett. A) – Member of the Appointments and Participation Committee (November 28, 2017)

\* Member Ballot Count Date  
\*\* Supporter Ballot Count Date

### Executive Committee

The Executive Committee exercises the powers vested in it by the by-laws and delegated to it by the Board of Directors. It examines the annual and multi-year budgets, including sector budgets, to be submitted to the Board of Directors for approval. The members of the Executive Committee remain in office for a three-year term, which ends with the approval of the annual financial statements for the third financial year after that in which they are appointed, and they may be re-elected.

	FIRST APPOINTMENT	OFFICE
<b>Marco Magnifico</b>	December 15, 2021	President (December 15, 2021)
<b>Franco Anelli</b>	April 21, 2022	
<b>Ilaria Borletti Buitoni</b>	June 12, 2019	
<b>Andrea Kerbaker</b>	January 26, 2010	
<b>Davide Landau</b>	November 28, 2017	
<b>Galeazzo Pecori Giraldi</b>	May 4, 2004	
<b>Maurizio Rivolta</b>	April 28, 2015	
<b>Flavio Valeri</b>	April 22, 2013	
<b>Anna Zegna</b>	April 21, 2022	

Any critical issues that may arise are promptly shared by the President with the Executive Committee and, if deemed appropriate to do so by that body, with all the members of the Board of Directors, always via formal communications, and possibly at meetings specifically convened for the purpose. Said communications are also shared, where deemed appropriate by the governing bodies, with the Board of Trustees.

### Internal Audit Committee

The Internal Audit Committee monitors compliance with the law and the by-laws, and with the objects, overseeing observance of the principles of proper administration, including with reference to the provisions of Legislative Decree No. 231/2001 where applicable, as well as the adequacy of the organizational, administrative and accounting structure and its proper operation.

It also performs oversight duties in compliance with FAI's institutional

aims, with particular regard, where applicable, to Articles 5, 6, 7 and 8 of Legislative Decree No. 117/2017.

It certifies that the financial statements have been prepared in accordance with the provisions of Legislative Decree No. 117/2017 and the applicable legislation; a circumstance that is acknowledged in the financial statements.

The members of the Internal Audit Committee remain in office for a five-year term, which ends with the approval of the Financial Report for the fifth financial year after that in which they are appointed, and may be re-elected or re-appointed for no more than two further terms after the end of their term of office.

	FIRST APPOINTMENT	OFFICE	NOMINATED PURSUANT TO ART. 20 BY
<b>Franco Dalla Sega</b>	April 29, 2009	Chair	BoD FAI
<b>Antonella Bientinesi</b>	April 19, 2018		President of CNDCEC
<b>Francesco Logaldo</b>	April 27, 2016		President of ODCEC of Milan
<b>Andrea Bignami</b>	April 27, 2016	Substitute	President of ODCEC of Milan
<b>Stefano Danesin</b>	April 19, 2018	Substitute	President of CNDCEC
<b>Giovanni Rossi</b>	April 19, 2018	Substitute	BoD FAI

Any critical issues concerning the spheres of responsibility of the Internal Audit Committee are formally communicated by the Director General, with the involvement, where deemed appropriate, of the Administrative Director, Finance & Control, and the Manager of the Legal Office.

### Auditor

Pursuant to Article 30 of the by-laws, and by virtue of the resolution passed by FAI's Board of Directors at its meeting of April 21, 2022, on June 30, 2022 the President appointed PricewaterhouseCoopers Advisory S.p.A. as FAI's Auditor.

The Auditor performs the statutory audit of FAI's accounts and annual financial statements in accordance with the provisions, insofar as they are compatible, of Chapter Four of Legislative Decree No. 39 of January 27, 2010.

Their term of office is three years and can be renewed no more than twice.

### Board of Trustees

The Board of Trustees has the duty of monitoring the consistency of FAI's activities with the values pursued by the founders and enshrined in its by-laws. The Board of Trustees does not have management and operational responsibilities. Instead it:

- expresses binding reasoned advance opinions on:
  - proposals for amendments to the by-laws and dissolution of FAI
  - proposals for the sale of properties that form part of the FAI's non-transferable assets and the allocation of the proceeds obtained
- makes a prior, binding decision on the candidacy of new members of the

Board of Directors

- grants prior, binding authorization for the appointment of the President, Honorary President, and Vice-Presidents of the Board of Directors
- expresses non-binding opinions on matters and issues submitted to it by the Board of Directors
- meets once a year with the Board of Directors to discuss the FAI’s priorities, policies and strategic objectives, receiving updates on general progress and results
- in the meetings referred to in the previous point, Board members in attendance do not have the right to vote, but do have the right to speak on the topics discussed that affect their role.

The members of the Board of Trustees remain in office for a five-year term and their term of office ends with the approval of the annual financial statements for the fifth financial year after that in which they are appointed. Members of the Board of Trustees may be reappointed for up to two further terms.

	FIRST APPOINTMENT	OFFICE
<b>Piergaetano Marchetti</b>	December 13, 2021	President
<b>Giorgio Alpeggiani</b>	January 1, 2015	
<b>Giovanni Bazoli</b>	January 1, 2015	
<b>Tito Boeri</b>	December 16, 2019	
<b>Bona (Frescobaldi) Marchi</b>	October 6, 2020	
<b>Luca Paravicini Crespi</b>	January 1, 2015	
<b>Guido Peregalli Fontana</b>	January 1, 2015	

### Appointments and Participation Committee

Pursuant to Article 16 of the by-laws, within the Board of Directors an Appointments and Participation Committee is established, constituted by three members appointed by the Board of Directors itself, who remain in office for the entire period of their term of office. The Committee provides the Board of Directors with the names of candidates for the appointment of the members of the Committee for which it is responsible, pursuant to Article 12 of the by-laws, as well as for the appointment of the Chair and Deputy-Chair(s) of the Board of Directors, after obtaining the opinion of the Board of Trustees. The Appointments and Participation Committee also monitors the attendance of Directors at Board meetings.

As is standard practice, in the event of the renewal of the mandate, those Directors whose term of office is due to expire shall abstain both from the proposal and the resolution to renew the mandate. In addition, again based on standard practice, where a conflict of interest (even only potential) is encountered, the Directors to which said conflict applies shall abstain from the relevant resolutions.

Without prejudice to the above, it is clarified that, pursuant to Article 25 of the by-laws, those falling under Article 15, first paragraph, of Law No. 55 of

19 March 1990, parts (a), (b), (c), (d) and (f), as subsequently amended and supplemented, or Article 2382 of the Italian Civil Code, may not be appointed as Trustees or Directors. Trustees and Directors must certify in writing, by means of a declaration of honor upon acceptance of the appointment, that they share the values set out in the by-laws that constitute the objects of FAI; and that they commit not to contradict those values, in their personal and professional conduct.

The process described above for the identification and selection of the Chair, the Deputy Chairs and the members of the Board of Directors who are not appointed by the General Meetings of Supporters and Members and vis-à-vis the participation of Directors in resolutions (due to the segregation of roles as implemented and the traceability of the individual evaluation and authorization steps), guarantees the mitigation of conflicts of interest within the senior management bodies.

### Investment Committee

For the purpose of managing its assets, FAI has set up (by resolution of the Board of Directors) an Investment Committee, which has the task of collaborating with the Executive Board in making strategic and tactical choices regarding the management of FAI’s Endowment Fund. The Committee is composed of: the Director General; at least one member of the Executive Committee with strong and proven experience in financial management; and between three and nine external members from academia with expertise in economics or finance, or from the financial community, with broad expertise in asset management. The Committee has advisory functions and follows the Guidelines for the Establishment and Management of the Endowment Fund, as approved by the Board of Directors.

### Involvement of Members

FAI has 300,247 members, who participate in its decisions through the representation of a Board Member elected by the General Meeting of Members. In addition to free access to the properties managed by FAI, Members are involved through constant communication and participate in educational and cultural activities that are dedicated exclusively to them or to which they can have access on a concessionary basis. Members are granted special conditions for access to other cultural venues.

FAI’s Supporters – Italian and foreign organizations or individuals who contribute to FAI with major donations, disbursements of funds or activities of particular importance – are represented by a Board Member elected by the General Meeting of Supporters.

Similarly, the network of FAI Delegations is represented by a Board Member chosen by the Board of Directors from among the Delegation leaders.

# Numbers and participation

## Board of Directors

The Board of Directors consists of 22 board members, 15 of whom are men and seven women, with an average age of 62.

The Board of Directors of FAI – Fondo per l'Ambiente Italiano ETS met on the following occasions during 2023: January 26, 2023 (five absences); May 17, 2023 (two absences); June 21, 2023 (five absences); and November 21, 2023 (no absences). The average attendance of Board Members stood at 86%.

Main issues addressed and decisions taken by the Board of Directors at meetings:

- Presentation of the financial statements as at December 31, 2022 (May 17, 2023 and June 21, 2023) and their approval (June 21, 2023) and presentation of the 2024 budget and its approval (November 21, 2023)
- Appointment of member and renewal of mandates of members of the Board of Directors (May 17, 2023), reappointment of member mandate of the Executive Committee (May 17, 2023), reappointment of member mandate of the Internal Audit Committee, whose appointment is the responsibility of FAI's Board of Directors (May 17, 2023)
- Approval of the powers of the Executive Committee, in the amended version with respect to the previous version adopted at the meeting of November 11, 2015 (November 21, 2023)
- Adoption of the guidelines on FAI's immovable and movable assets, in the amended version with respect to the previous version adopted at the meeting of April 24, 2012, also regulated by the right of habitation for donors and their successors, and adoption of the process of acquisition of FAI's immovable and movable assets (November 21, 2023)
- Approval of the update of the Organization, Management and Control Model pursuant to the Legislative Decree No. 231/2001 (May 17, 2023) and approval of changes to the Code of Ethics (November 21, 2023)
- New acquisitions and donations, including Casa Livio – Collezione Grandi (January 26, 2023) and Collezione Bagutta (May 17, 2023)
- Approval of new regulations for the museums Villa del Balbianello, Villa Della Porta Bozzolo, Villa e Collezione Panza and Villa Necchi Campiglio, and appointment of the necessary professionals (May 17, 2023); establishment of the Museo Palazzo Moroni, approval of the relevant regulations and appointment of the necessary professionals (November 21, 2023)
- Appointments and renewals of Regional Presidents and Delegation Leaders (May 17, 2023 and November 21, 2023).

## Executive Committee

The Executive Committee consists of nine members, seven of whom are men and two women. The Executive Committee of FAI – Fondo per l'Ambiente ETS, met on the following occasions during 2023: March 8, 2023 (no absences); May 4, 2023 (one absence); June 22, 2023 (one absence), September 28, 2023 (two absences), and November 8, 2023 (no absences). The average attendance was 91%.

Subjects addressed by the Executive Committee in 2023 on matters of greatest interest:

### ■ Management Performance

The Executive Committee constantly monitored FAI's performance, receiving detailed management updates from the Executive Committee (FAI Days, fundraising campaigns, performance of the properties, etc.).

### ■ Endowment Fund

The Executive Committee entrusted FAI's Endowment Fund to those managers identified by the Investment Committee, following a careful analysis of the proposal submitted by said Committee.

### ■ Guidelines on FAI's immovable and movable assets and process for the acquisition of immovable and movable assets

The Executive Committee monitored the revision of the guidelines on FAI's immovable and movable assets, contributing to the interpretation of the right of habitation for donors and their heirs as regulated therein; the Executive Committee also constantly monitored the development of the process for the acquisition of FAI's immovable and movable assets, contributing to the drafting of the relevant procedure.

### ■ Updating of Code of Ethics

The Executive Committee monitored the revising of FAI's Code of Ethics.

### ■ New acquisitions, donations, inheritances and bequests

Within the limits of the powers granted by the Board of Directors, the Executive Committee authorized the launch of investigations into new acquisitions, in order to submit them to the Board of Directors, and accepted donations, inheritances and bequests.

### ■ Divestment Plan

The Executive Committee monitored the Divestment Plan closely, overseeing the progress of the program prepared by the Directorate General.

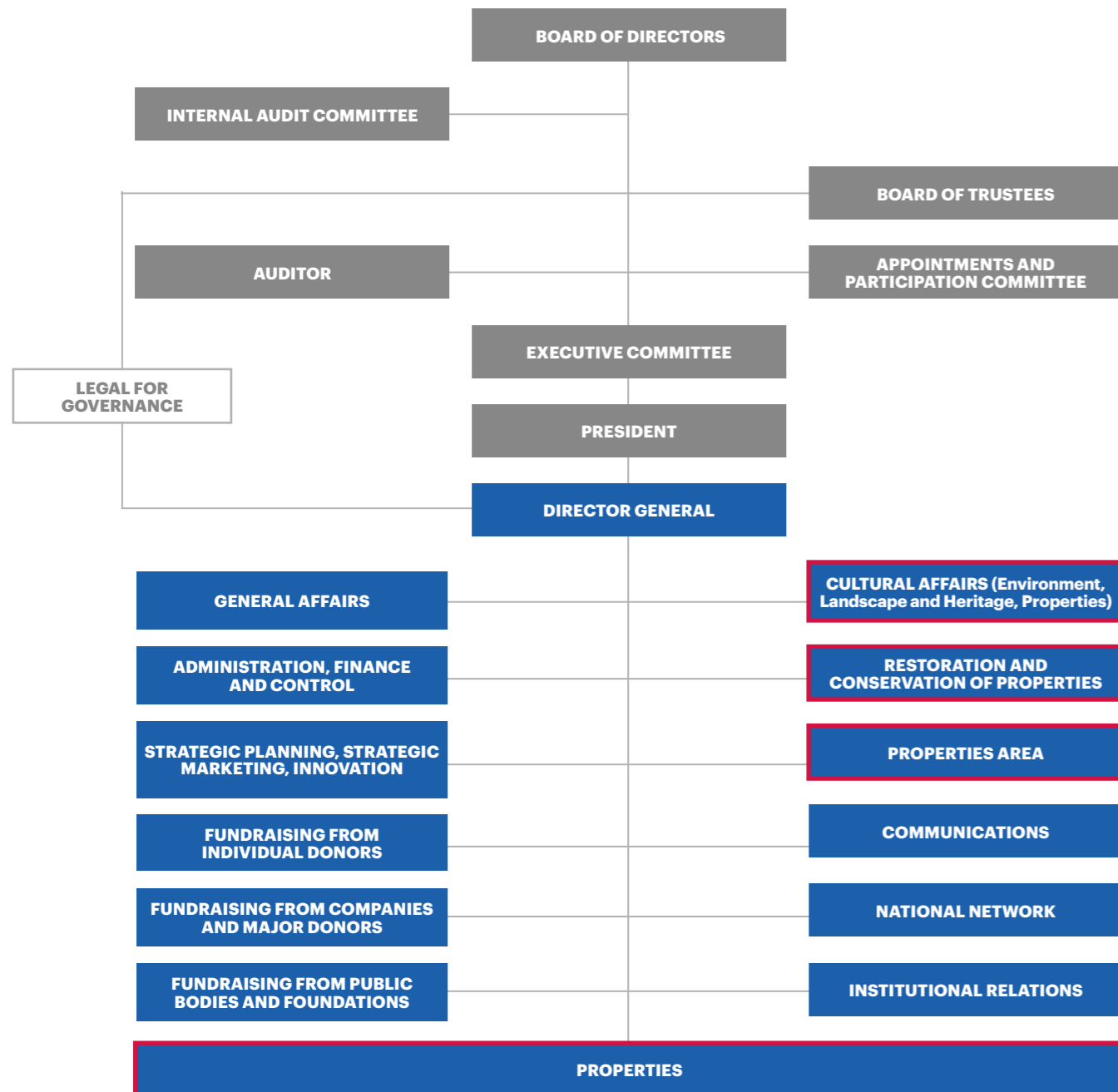
# FAI's People

**A highly motivated team, united by shared values, working towards FAI's goals**

The ethics, passion, and expertise of FAI's people are an intangible yet fundamental asset for the entire organization. Each individual, for their own part, is an agent of FAI's change and growth.

## Staff

In 2023, FAI's organizational structure of FAI consisted of 13 functions that report to the **Directorate General**, which is responsible for FAI's staff, represents the employer and interfaces with the President. The Directorate General governs the strategies and administers organizational management with the assistance of the **Management** which, representing each function, guides the operational decisions.

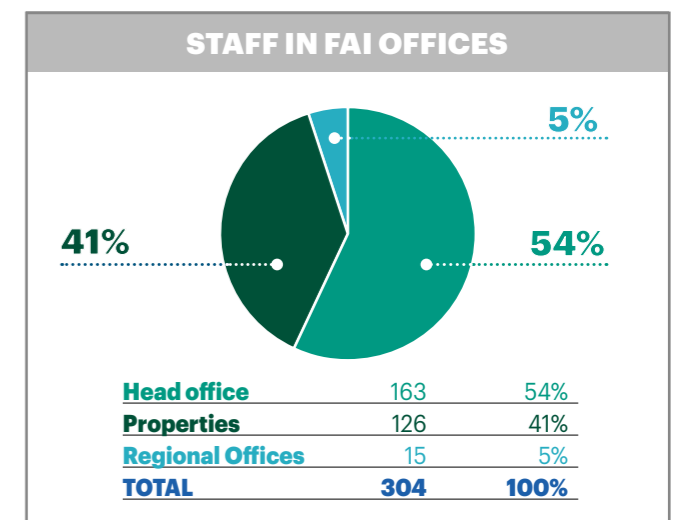
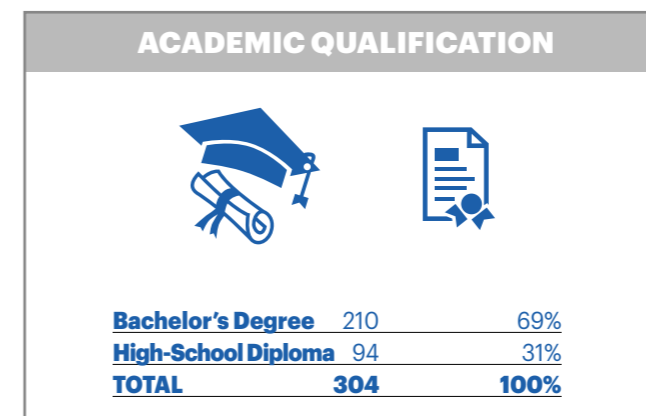
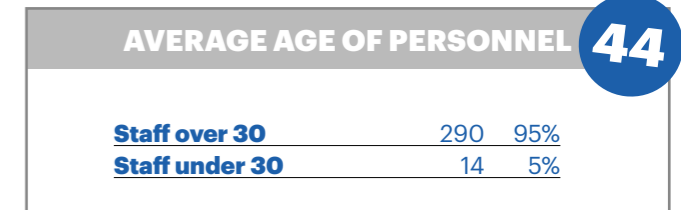
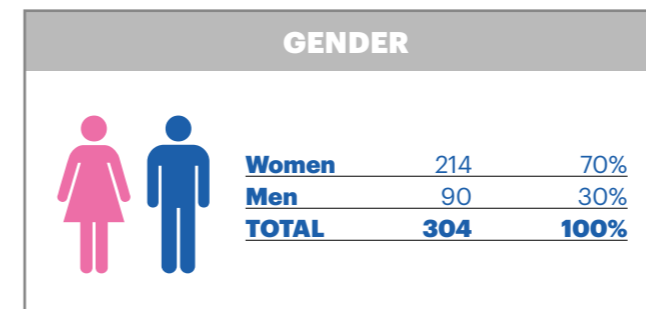
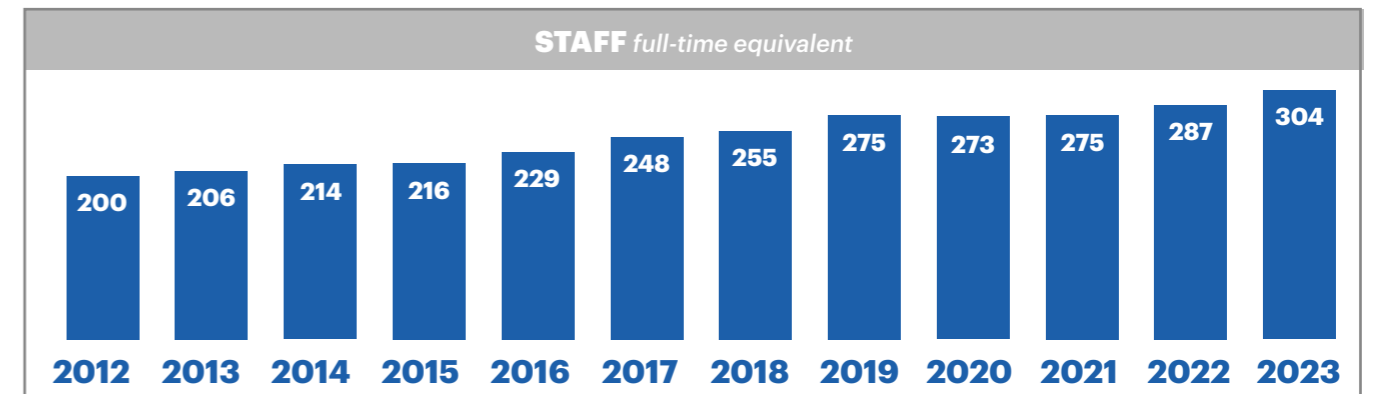


## Composition of Staff

At December 31, 2023, FAI's staff consisted of 352 people, of whom:

- 8 Executives
- 37 Middle-managers
- 212 White-collar employees
- 51 Blue-collar employees
- 1 Ongoing coordinated contractor
- 43 Professionals

For statistical purposes, the number of staff is expressed on a **full-time equivalent basis, making a total of 304 employees, contractors, and professionals** (+6% vs 2022).



### Employment contract and remuneration

The relevant national collective bargaining agreement (CCNL) is the Confcommercio Trade and Tertiary Agreement.

**Management and control bodies are voluntary positions and are not subject to remuneration.**

EXECUTIVE COMPENSATION		
Company seniority	Number of executives	Average remuneration
> 5 years	4	€ 106,000
< 5 years	4	€ 113,000

A ratio of 1:8 is observed between the minimum and maximum gross annual salary of the organization's employees.

### Staff training, welfare and safety activities

#### Training

In 2023, FAI pressed ahead with the process of consolidating the role of its staff, providing around 367 hours of technical and specialist training to a total of 1,263 individuals. The 2023 training plan made use almost entirely of funding sourced from interprofessional funds.

TRAINING AREA	NUMBER OF COURSES AND CONTENT	PERIOD
FAI KNOWLEDGE FAI KNOWLEDGE 2.0	<ul style="list-style-type: none"> <li>12 WEBINARS for the staff</li> <li>1 FAI KNOWLEDGE 2.0 COURSE</li> </ul>	1st and 2nd semester
FAI SKILLS	<ul style="list-style-type: none"> <li>14 COURSES</li> <li>Content: IT (power point, excel), fundraising, communication and social media, English, accessibility</li> </ul>	1st and 2nd semester
FAI MANAGEMENT	<ul style="list-style-type: none"> <li>13 COURSES</li> <li>Content: wellbeing, followership, high potential, perceptual and cognitive traps</li> </ul>	1st and 2nd semester
FAI INNOVATION	<ul style="list-style-type: none"> <li>4 TRAINING SESSIONS (1 "culture pill" day and 3 group coaching sessions for the managers of the properties, complete with follow-up)</li> <li>Content: the ecological transition of the Property Managers</li> </ul>	1st semester
FAI COMPULSORY	<ul style="list-style-type: none"> <li>1 WEBINAR</li> <li>CONTENT: 231 compliance update</li> </ul>	2nd semester
FAI NETWORK (training for volunteers)	<ul style="list-style-type: none"> <li>14 COURSES</li> <li>Content: FAI Knowledge, fundraising, coordination and management of volunteers, young people, FAI Bridge, management of local events and opening of properties, delegation heads</li> </ul>	1st and 2nd semester

### Staff wellbeing and safety

In view of the changed context and the needs that arose during the pandemic, FAI implemented a **permanent flexible working system**, which represents a bond of trust between FAI and its workers for the creation of value, regardless of where and how workers choose to achieve their objectives, in line with FAI's institutional aims.

The agreement is based on the flexibility of the organizational model, autonomy in the organization of work, accountability for results, worker wellbeing, the use of digital technologies that enable and encourage flexible working, and an organizational culture based on collaboration, but above all on the balance between the pursuit of the organization's institutional aims and the constant improvement of the relationship between the personal and professional spheres of workers.

The FAI model is a mixed model in which staff at the head office and regional offices work remotely for two fixed days (Monday and Friday) and are present in the workplace for the remaining three days, allowing all facilities to be closed four days out of seven. This method fully achieves the aim of reducing FAI's carbon footprint, in keeping with the project for the environmental sustainability of our properties that has already been in progress for several years.

For staff manning FAI properties, remote work is reduced to one day per week (variable), where compatible with the role.

The application of flexible working requires a paradigm shift. Accordingly, all personnel are constantly trained in:

- digital tools that allow them to operate effectively both on and off company premises through various devices, both fixed and mobile
- goal-setting processes aimed at consolidating a new internal culture based on personal responsibility and an ability to work independently to achieve results
- remote work safety.

In 2023, **79 training and refresher courses** were held to enhance worker health and safety. In addition, **15 fire-safety courses** were provided, along with **23 first-aid courses**, offering essential training for ensuring the safe opening of workplaces.

In addition, **23 courses and refresher sessions were held on various specific risks**, targeted in particular at the gardeners and custodians: those who work off the ground, engaging in activities that involve the use of ropes and mobile elevator platforms, and tasks that expose workers to an electrical or chemical risk.



“I’m a volunteer because FAI protects the environment and our heritage: I feel that it is incredibly important to leave something to our children and to give this part of the world a future”

Francesco Tedesco, volunteer

## Our volunteers

Our volunteers donate their time, commitment and passion to FAI to disseminate its values and its work, tangibly demonstrating that they are active citizens. They constitute crucial resources, who enable FAI to grow, through the exclusive contribution that each of them, as a unique individual, has to offer.

## Numbers, composition, activities, and training

In 2023 FAI could count on the input of **13,616 volunteers** (+16% vs 2022), subdivided as follows::

VOLUNTEERS IN 2023	
<b>Volunteers in Delegations, FAI Groups, FAI Youth Groups, FAI Bridge Between Cultures Groups</b>	<b>2,990</b>
<b>Volunteers at FAI Properties</b>	<b>874</b>
<b>Volunteers for national events</b>	<b>7,034</b>
<b>Volunteers for Civil Defense</b>	<b>2,718</b>

There are **3,329** volunteers who work for FAI on a non-occasional basis and are registered in the Volunteers’ Register. FAI does not provide any reimbursement of expenses to volunteers, who are recruited on a spontaneous basis.

**The volunteers working within the FAI Local Network**, which extends throughout Italy, make a crucial contribution to FAI’s embedding in the community and serve as a local frame of reference for members. As at 31 December 2023, the local units, coordinated by the 19 Regional Directorates, numbered **368** and were organized as follows:

■ **132 Delegations**

These are groups of volunteer members, coordinated by a Delegation Leader and with specific roles

■ **114 FAI Groups**

These are formed on the instructions of the Regional FAI President and the Delegation Leader, after analyzing the needs of the specific area. They are then set up within a Delegation or under the Regional President.

■ **93 FAI Youth Groups**

These are groups of volunteers between the ages of 18 and 35, set up within the relevant Delegation. They collaborate actively with the Delegation during national events and play a leading role in the *FAI Autumn Days*. They engage with their peers, raising awareness of FAI’s mission and organizing initiatives for young people.

■ **10 FAI Bridge Between Cultures Groups** - These are groups formed mainly by citizens born outside Italy, who come together to organize cultural events throughout Italy in order to bring new Italian and migrant citizens closer to FAI, with a view to fostering opportunities for exchange between Italy and the rest of the world. Together they implement fundraising and awareness-raising initiatives through the local management of major national events such as the *FAI Spring Days* and *Autumn Days*, for which they serve as the soul and the driving force, and the *Italian Places I Love*, in the promotion of which they play a central role. Throughout the year, they also plan and stage hundreds of local events geared towards enhancing their communities.

In 2023 FAI organized **57 training and refresher courses** for volunteers, which complemented the sessions staged across the regions by the staff at the properties and the local trainers, who are themselves volunteers. The topics ranged from fundraising and communication to the staging of events and the coordination of groups of volunteers, as well as themes associated with the environment and the landscape, and also included an analysis of a number of soft skills. In addition, the annual **National Convention of FAI Delegates and Volunteers** – held in Viterbo and titled *Let's Care for the Landscape by Cultivating It* – was the most important event held for the national network, offering a wealth of cultural content and opportunities for exchange and personal growth. During the year, there were also **two Interregional Meetings**, to which all Delegates and volunteers of the regions involved were invited, and which constituted opportunities for updates from, and dialogue with, FAI's senior management. Last but not least, at the local level, numerous initiatives were held both by the FAI properties – which, to thank the volunteers, organized dedicated experiences such as days out to discover other properties – and by the Delegations, which staged **exclusive, private events for volunteers** with reserved openings of special places. Moreover, again with a view to thanking and motivating the volunteers, a **newsletter intended for them** was published (three issues per year starting in 2023) featuring new, exclusive content, helping to reinforce their sense of belonging to FAI.

**Volunteers working at FAI Properties** support their staff by offering crucial help with operational management, through activities such as greeting and assisting visitors both in Italian and in other languages, promoting FAI and collecting memberships, helping out at the stores and the ticket office, tending to the landscaping and outdoor activities, minor maintenance work, supporting events, and holding children's workshops. There is also a large team of volunteers who collaborate with the staff of various offices at FAI headquarters in Milan, performing operational tasks such as translations, secretarial work, reception assistance and other support activities.

Recruitment, training, motivation, and retention strategies for volunteers at FAI Properties are mainly carried out and organized by the property concerned. In addition to basic training, volunteers were also provided with **additional training sessions** involving senior volunteers, who shared their experience.

The motivation and loyalty of volunteers are nurtured by sharing objectives and results, with small reward events and an annual trip to other FAI properties.

## The FAI Bridge Between Cultures Project

In 2023, FAI pursued the effort to raise awareness of intercultural dialogue with the input of the FAI Bridge Between Cultures volunteers. Over the course of the year, six new courses were held for artistic and cultural mediators, geared towards the training of new volunteers from around the world. In total, **around 200** FAI Bridge Between Cultures volunteers played their part in the *FAI Spring and Autumn Days*, offering visits in various languages, including Chinese, Arabic, Spanish, Russian, Wolof, and Ukrainian.

Many of them participated in the second edition of the exhibition **Genesis – Art and Human Rights**, welcoming visitors to the Triennale in Milan and the Santa Giulia Museum in Brescia with personal testimonies.

To bring citizens of non-Italian origin closer to Italy's heritage, a range of initiatives were staged all across Italy, including the second edition of **Time at the Temple**, a cycle of visits curated by the mediators of the FAI Bridge Between Cultures Group in Rome, who accompanied members of the public on the discovery of the city's little-known places of worship, including the Synagogue, the Buddhist Temple and the Mosque.

## The Put to the Test project

Since 2018, following the signing of the National Agreement with the Ministry of Justice, a number of FAI properties have been welcoming visitors taking part in the *Messa alla Prova* project, or "MAP" for short (the name translating as "Put to the Test"), a system that allows defendants accused of offenses of low/medium severity to apply for a suspension of the criminal proceedings against them, and to be permitted instead to carry out community service, the successful outcome of which leads to the classification of the offense as no longer punishable.

The results, over the years, show a consolidation of the project. In 2023 it was extended to **8 FAI properties throughout Italy**, involving a total of **28 defendants**.

The experience, which over the years has **engaged with over 217 defendants**, promotes the educational value that Italy's landscape and artistic and historical heritage have to offer to everyone, without discrimination.

# OBJECTIVES AND ACTIVITIES

- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 15 LIFE ON LAND

The restoration of the portrait of Carlo Emanuele Filiberto Giacinto Simiana di Pianezza (Carlo Metrano, Luca Dameret, after 1660 – before 1674), Castello di Masino, Caravino (Turin), a FAI property since 1988

## FAI Takes Care The Properties

FAI's properties are special places, which it owns thanks to donations or bequests, and/or which it manages under concessionary agreements. In late 2022, FAI was in charge of **72** institutional properties, of which **55** were monumental and/or natural assets open to the public, and **17** were being restored.

### New acquisitions

**A fulcrum of Adriano Olivetti's industrial vision lives again, amid ancient and modern**



**Convento di San Bernardino – Casa Olivetti (Ivrea, Turin)**  
 Donated by Tim S.p.A. (Monastery) and heirs of Adriano Olivetti (Church), 2023

■ The Convento di San Bernardino – Casa Olivetti was donated to FAI by Adriano Olivetti's heirs and by the TIM company so as to offer an **encapsulation of Olivetti's approach to business** in what was the family home. The monastery, complete with its church – which features frescoes by the painter Giovanni Martino Spanzotti (1455-1528) that together constitute a **Renaissance masterpiece** – will be subject to a major restoration and enhancement project made possible by the €6 million of funding allocated by the Italian Ministry of Culture, which recognized it as one of the "Major Cultural Asset Projects" in its Strategic Plan.

■ Renovation works will begin in mid-2024 and will last two years. The initial focus will be on the monastery, followed by the church, and then the 20th-century outbuildings – from the tennis courts and the bocce court to the trail through the parkland on the hillside of Mount Navale – amounting to the restoration more than **40,000 m² of historic buildings and landscapes** in the heart of the industrial town of Ivrea, a UNESCO World Heritage Site.

Alongside the restoration project, there is the cultural enhancement project conceived by FAI, which it will carry out in close partnership with the Adriano Olivetti Foundation.

Below: The Convento di San Bernardino – Casa Olivetti (Ivrea, Turin), a FAI property since 2023



**A house-museum showcasing the art of drawing**

**NEW ACQUISITION**

**Casa Livio e Collezione Grandi (Milan)**

Donated by Filippo, Laura and Edoardo Grandi, 2023

- The residence is part of a complex constituted by four original buildings, all designed with a highly eclectic taste: two in a late 19th-century/Tudor style and two with a neo-15th-century flavor, all immersed within the same Romantic garden. Acquired in the late 1910s by the textile magnate Riccardo Livio, from 2011 the home was then inherited by the Grandi family who, thanks to siblings Filippo, Laura, and Edoardo, donated it to FAI together with a collection put together by the Grandi company through its activities in the field of antiques.
- The largest part of the collection, numbering around **450 pieces**, is composed of prints that range chronologically from the 16th to the 19th centuries, including etchings by **Andrea Mantegna**, drawings by **Paolo Veronese**, copperplates by **Giambattista Tiepolo**, drawings by the great architect and decorator **Giocondo Albertolli**, prints, drawings and miniatures by **Richard Cosway**, and antique books. The international works include a number of prints by **Rembrandt**, a significant ornamental collection of the “minor German masters,” and numerous works by **Albrecht Dürer**. Alongside books and manuscripts, the donation also included the family's art library and numerous books of accounts of the Grandi company, which allow us to reconstruct the provenance of most of the collection.
- Necchi Campiglio and Casa Crespi, the three properties will form part of the **circuit of House Museums of Milan**.

Below: Casa Livio e Collezione Grandi (Milan), donated by Filippo, Laura, and Edoardo Grandi, 2023

On November 10, 2023, the donation of Casa Livio and Collezione Grandi and that of the Bagutta Collection, together with Casa Crespi, were unveiled to the press, with the Mayor of Milan in attendance.



**The story of a Milan awash with artists, bohemians, and literati**

**NEW ACQUISITION**

**Collezione Bagutta, Milan**

Donated by Gianfelice Rocca and Martina Fiocchi Rocca, 2023

- Donated by Gianfelice Rocca and Martina Fiocchi Rocca, the collection is constituted by the drawings that decorated the **historic Trattoria Bagutta** in Milan, which closed in 2016. From 1926 onwards the trattoria provided the venue for the literature prize of the same name, the first such national award, established by Riccardo Bacchelli and a circle of intellectual habitués, including writers, journalists and artists.
- The largest set of drawings is composed of the so-called “lists” compiled by the artist Mario Vellani Marchi (1895-1979): drawings created for the benefit nights that were held at the trattoria, featuring caricatures of the guests of honor complete with the signatures of those present, including famous names of Italian culture and society in the mid-20th century, including **Filippo de Pisis, Giorgio de Chirico, Eugenio Montale, Carlo Levi, Mario Soldati, Indro Montanelli, Walter Chiari and Fausto Coppi**.

Above: some of the works in the Bagutta Collection, acquired by FAI in 2023

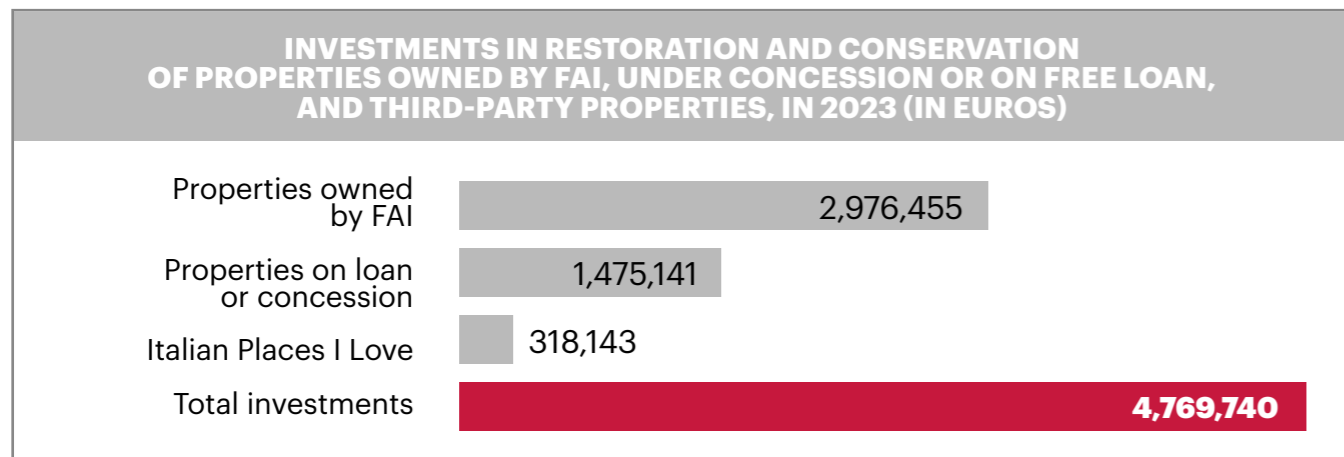
■ FAI will restore the collection and exhibit it at Casa Crespi (a property donated to FAI in 2013 by Alberto and Giampaolo Crespi), using it as part of activities and initiatives to raise awareness of Milan's literary scene.

### Restoration, conservation, and enhancement

Every property acquired or managed by FAI brings with it a specific story and *significance*, a *genius loci* that FAI works hard to identify and, through its efforts, conserve and enhance, so that everyone can experience it. Every project, every restoration operation, is supported by in-depth studies and research and is conceived and implemented by professionals with specialist skill sets, guided by our desire to reach the level of excellence that has always been the key value underpinning FAI's work.

Below: one of the portraits being restored in the picture gallery of the Hall of the Savoy at the Castello di Masino, Caravino (Turin), a FAI property since 1988

In 2023, FAI invested **€4,769,740** in restoration and conservation (-2.5% vs 2022), of which 62% for works on its own properties, 31% for works on properties under concession or on free loan to it, and 7% for works on the "Italian Places I Love".



### A "Little World of the Past" facing the Italian shore of Lake Lugano

**Villa Fogazzaro Roi (Oria Valsolda, Como)**  
Bequest by Giuseppe Roi, 2009

■ The home plays host to the books and mementos of the Vicenza-born writer, who wrote and set here his masterpiece, *The Little World of the Past*. FAI's duty is to conserve the villa in a perfect state, but at the same time to enable its opening to the public in order to give back to the community an important testament to Italian literature and to the residential taste of the 19th and 20th centuries. It is with this intention that, over recent years, **major operations have been carried out on the heating, security and fire-prevention systems** – all essential for transforming what was a private home into a museum open to the public. With painstaking attention to detail, the devices required to ensure visitor safety were inserted, using concealed passageways effectively camouflaged within the layouts of the rooms.

■ In addition, to allow the property to cope with the considerable flow of visitors, the **ancient cellars and storeroom on the ground floor were overhauled** to provide new visitor spaces: a ticket office, a store and a room set aside for the screenings of Mario Soldati's 1941 film adaptation, *Old-Fashioned World*, partially shot in the villa. At the end of the year, scheduled roof and stonework maintenance got under way.

■ Following the conservative mapping of the collection of works on paper, in the 2023 a new round of restorations began in earnest, concerning a series of **20 caricatures by the painter Bartolomeo Nazari (1693–1758)**, which were languishing in poor state of conservation.

Above: the new store at Villa Fogazzaro Roi, Oria Valsolda (Como), a FAI property since 2009



Conservation works at Palazzo Moroni, Bergamo, a property under concession to FAI since 2019

### A 17th-century palazzo and an Italian garden in the heart of the Upper Town

#### Palazzo Moroni (Bergamo)

Entrusted to FAI by the Fondazione Museo di Palazzo Moroni, 2019

■ Following the inauguration of the gardens in 2020 and the opening of the 17th-century rooms in 2021, the operations carried out in 2022 and 2023 were targeted at **renovating the 19th-century rooms** on the *piano nobile* and the mezzanine floor, making the **entire palazzo open to the public**.

The installation of the electrical, fire-prevention, security, data-transmission, and heating systems was a delicate operation, since they had to be camouflaged in order to be as non-invasive as possible.

The more than 270 m<sup>2</sup> of spaces that today house the museum services (offices, ticket office, restrooms and the in-depth exploration space) were **restored and upgraded** to welcome visitors. A great deal of attention was focused on the reinstatement of the missing flooring, with recourse to artisanal techniques and local materials. 40 historic fixtures were also restored and made safe.

A great deal of care was lavished on the **gardens**, where efforts were made to harmonize the current visitor requirements with the historic and environmental features of the surroundings.

The collections held in the five 19th-century rooms were subject to **cataloguing, conservative profiling, digitization, cleaning, making safe, and restoration**. The renovation operations – implemented in accordance with the relevant Superintendency and carried out by specialists – involved all types of works and were based on strictly conservative criteria. A more in-depth restoration program, implemented in partnership with the “La Venaria Reale” Center for Conservation and Restoration, concentrated on the **textiles**, including a total of 170 m<sup>2</sup> of 19th-century tapestries, 60 meters of curtains and pelmets, and the upholstery on 23 pieces of furniture.

■ The restorations were complemented by a “**knowledge workshop**,” which involved an initial phase marked out by bibliographical and archival surveys, with input from scholars and local cultural institutions, followed by the production of a rich array of **material to accompany the visit** – such as historical profiles, podcasts and a video story – that provide introductions to the rooms of the palazzo and make it possible to understand the relevant history, context, little-known aspects, and unique features.

Last of all, the research conducted made it possible to **study Palazzo Moroni** exhaustively for the first time. The detailed investigation into the art collection, the set of frescoes, the garden, the archive material and the 19th-century vicissitudes provided key information for carrying out coherent conservation, restoration and installation works.

### A '30s Art Deco icon in the heart of Milan

#### Villa Necchi Campiglio (Milan)

Donated by Gigina Necchi Campiglio and Nedda Necchi, 2001

■ 2023 saw the restoration of the **projecting pergola** above the veranda, with its characteristic design created by the villa's architect, Piero Portaluppi (1888-1967). Over the past two years, the pergola had been subject to deterioration due to a fungal attack that damaged the entire section of the wooden beams, which suffer at the best of times due to their northern exposure and the constant action of atmospheric agents. The renovation and consolidation work was preceded by a diagnostic investigation using a 30-meter crane. The salvageable elements were restored, whereas the badly damaged parts were replaced by similar parts made of larch, as per Portaluppi's original design.

■ Two **heat pumps** were replaced to ensure effective climate control in the villa and the tennis court, by means of a geothermal system.

■ On July 25, 2023, the **violent storm** that struck Milan devastated the villa's garden: the branches of the large sycamore were snapped and fell onto the roof of **the custodian's house**, causing serious damage; fortunately, nobody was injured. The storm also **uprooted a number of other trees and plants**, with detritus then scattered by the wind. FAI intervened immediately to make safe and repair all of the affected areas.

■ With respect to the interior collections, the important **Ushak rug**, made in Anatolia and dating from the late 16th century, underwent restoration. The rug in question is an extremely rare and ancient example, one of the few remaining, and as such it required the intervention of the "La Venaria Reale" Center for Conservation, which carried out retouching of areas rewoven in the past, where the color had faded.

■ In 2023, the villa received a **donation** from Elisabetta, Ermenegildo, Anna, and Benedetta Zegna, in memory of their parents Angelo and Marisa Zegna di Monterubello, of a group of artefacts and furnishings dating from the 18th and 19th centuries.



Some of the damage  
caused to Villa Necchi  
Campiglio, Milan – a FAI  
property since 2001 – by  
the storm on July 25, 2023

**A corner of paradise off Portofino**

**Abbazia di San Fruttuoso (Camogli, Genoa)**

Donated by Frank and Orietta Pogson Doria Pamphilj, 1983

■ In memory of Angelo Maramai, FAI's Director General from 2009 to 2020, who passed away in 2021, FAI decided to **reinstate and enhance the terraced gardens** that rise upwards to the side of the Abbazia di San Fruttuoso (Genoa), one of the FAI properties of which he was most enamored. The operation has made it possible to link, via a staircase, the two, previously separate levels that feature a garden onto which a new wooden pergola has been installed. Hedges and flowerbeds enrich a hitherto under-used corner. The restoration also included a virtuous example of the re-use of rainwater: under the floor of the lower terrace, a small underground cistern was uncovered – having been collected from the roofs of the nearby presbytery, the rainwater is channeled here in order to be used once again to irrigate the gardens and supply water to the visitors' bathrooms.

■ Under the **Doria Tower**, cracks in the rock wall were uncovered, which required an urgent, ongoing intervention to **make the wall safe**. Under the supervision of a geologist and with the support of specialist technicians, a metal mesh measuring around 100 m<sup>2</sup> will be attached to the rock with steel cables. This is one of the numerous operations aimed at mitigating the hydrogeological risk at San Fruttuoso; efforts that have been under way for years in partnership with Camogli local council and the Park of Mount Portofino.

Below: transport via helicopter of trees for the new terraced gardens of the Abbazia di San Fruttuoso, Camogli (Genoa), a FAI property since 1983



**Souvenirs of exploits and adventures, safeguarded in a treasure trove jutting out over Lake Como**

**Villa del Balbianello (Tremezzina, Como)**

Bequeathed by Guido Monzino, 1988

■ In 2023 work continued to restore the **outbuilding at the foot of the promontory known as the Dosso di Lavedo**. The partially destroyed building has been reconstructed, using local materials and techniques, in order to house the ticket office for the villa, a small store, and an information point offering indications on local initiatives, accommodation providers and trails. The restoration project has been implemented with a specific focus on **environmental sustainability**.

■ In terms of activities to conserve the collections and furnishings in the villa, in 2023 work continued on the **restoration of the paintings on glass**, which began in 2018 and was subdivided into batches based on priorities and available resources. The villa is home to around 150 paintings on glass collected by Guido Monzino, which constitute a precious testament to 18th-century genre painting, thanks to the specificity of the pictorial technique and the subjects depicted.

■ Other operations concerned a group of **gilded-bronze chandeliers and wall lights**, as well as artifacts made of glass and rock crystal, all dating from the 18th and 19th centuries. As is customary, **the scheduled annual maintenance of the villa's historic textiles** was carried out, encompassing tapestries, rugs, and upholstery, and involving micro-vacuuming and needlework.

■ In terms of enhancements, for the first time in its history, in August 2023 FAI decided to **set quotas on numbers entering the villa in order to protect against the excess tourism** that not only places its conservation at risk, making more frequent and onerous maintenance works necessary, but also damages its image – its intangible value – because it compromises the natural aspects of the site, trivializes its history and impoverishes visits to it.

Above: the construction site for the overhaul of the outhouse at the base of the Dosso di Lavedo as it becomes an info point and ticket office for Villa del Balbianello, Tremezzina



**Stories and miracles of the fountain of youth in the Marquisate of Saluzzo**

**Castello della Manta (Manta, Cuneo)**  
Donated by Elisabetta De Rege Provana, 1985

■ In 2017, restoration works got under way in earnest on the flooring in the Room and the Gallery of the Grotesques, in the 16th-century part of the castle. Made from fresco-painted *cocciopesto*, a highly original technique of which there are now only a handful of extant examples, when donated to FAI these delicate floors were in a highly fragmented and degraded state. In March 2023, work began on the restoration of the last of the floors: the initial phase brought to light the original decorative scheme, and was followed up by the replacement of the old mortar used to fill the gaps. In the final phase of color reinstatement, the most badly damaged sections were given a watercolor wash that made the decoration legible once again, with the restorers going to great lengths to match the original shades perfectly.

■ During 2023, a new fire-prevention system was installed. This was an operation that demanded exceptionally imaginative solutions, since it involved the laying of hundreds of cables in such a way as to ensure that they could not be seen, thus meeting the twofold need for the functionality of the equipment and the conservation of the spaces.

■ The 2023 conservation works also encompassed a group of sacred objects from the castle's own church, which were duly restored and reinstalled for re-use during liturgical celebrations, in accordance with the time-honored traditions.

Above: the restoration of the floor of the Room of the Grotesques at the Castello della Manta, Manta (Cuneo), a FAI property since 1985

**The ancient heart of the Salento area**

**Abbazia di Santa Maria di Cerrate (Lecce)**  
Concession from the Provincia di Lecce, 2012

■ In 2023, works were carried out to consolidate the stone walls that partially surround the abbey complex. Specifically, the works concerned the east and south sides, and were rendered all the more complex by the archaeological excavations going on in the same area at the same time. The walls, which had begun to slope at a dangerous angle, were straightened thanks to a system of supports installed on both sides. In collaboration with the Superintendency, reintegration works were carried out on the pointing using a *cocciopesto* mortar that required meticulous care to ensure that an appropriate color was achieved which matched the original perfectly.

■ Annual maintenance was also carried out on the wooden sections: not only the chairs and pews in the church and the portico, but also the mill structure itself, with the grindstone in the monks' house – all of these elements were cleaned and waxed, with the necessary consolidation work being carried out and any missing sections replaced.

Below: consolidation of the surrounding wall of the Abbazia di Cerrate, Lecce, a property under concession to FAI since 2012





**The thousand-year-old castle in the heart of the Canavese area**

**Castello e Parco di Masino (Caravino, Turin)**

Acquired thanks to a donation by Giulia Maria Crespi, FIAT, Cassa di Risparmio di Torino, and Maglificio-calzificio torinese, 1988

■ 2023 saw the **overhaul of the south-facing pitches of the roofs**, above the Oleander Terrace. The operation, intended to reposition and replace the damaged tiles, was **one of the most important maintenance operations carried out for the safeguarding of the castle**, and was made yet more complex by increasingly violent and unexpected rains, against which a *coppo*-tiled roof provides only weak resistance. To reinstate complete functionality, the deteriorated tiles were renovated, and the damaged tiles replaced using the same techniques and existing materials. “Lifelines” were also installed on the castle’s north-facing roofs in the form of steel cables onto which roofers can attach themselves to work safely; these cables are designed to guarantee maximum efficiency with minimum aesthetic impact.

■ Another important maintenance operation was the **conservation work carried out on the plasterwork of the northern facades** of the castle and the porticos of the Oleander Terrace, damaged by neglect and infiltration, respectively.

■ With respect to the collection, the major, three-year campaign continued apace to **restore the picture gallery in the Hall of the Savoy**: in 2023, the works involved 30 paintings out of the total of 97. More than 22 m<sup>2</sup> of painted surfaces and around 106 meters of gilded cornice were dusted down, consolidated, cleaned, re-stuccoed and had their missing sections replaced before being coated. The restoration is due for completion in 2024.

■ As every year, at the Castello di Masino a series of **scheduled, preventive conservation works** was carried out, involving the cleaning of the 18th-century textiles, the servicing of the clocks, and the checking and cleaning of a number of light fitting, including the great chandelier in the Hall of the Gods. A new series of **emergency maintenance works was implemented on the Historic Library on the Main Staircase**; this operation began in 2021 and involves the cleaning and conservative monitoring of 1,000 books, and the wooden shelves on which they are located.

Above: the restoration of the paintings in the picture gallery of the Hall of the Savoy at the Castello di Masino, Caravino (Turin), a FAI property since 1988

**A design masterpiece arising out of a historic vessel**

**Velarca (Tremezzina, Como)**

Donated by Aldo and Maria Luisa Norsa, 2011

■ After two years of stasis due to Covid, in 2023 work began again on the restoration of the *Velarca* – the house-boat designed by the legendary BBPR studio between 1959 and 1961, which in 2024 will be open to the public – and its historic moorings at Ossuccio (Como). After an initial phase of faithful reconstruction of the Lake Como gondola that constitutes its hull, during the year works were carried out to complete **the furnishings and the interior fit-out**. The partitions dividing the spaces were also installed, as were the wooden furnishings, with the re-siting of the original parts and the installation of the new security and safety systems required to open the boat up to visitors. Prior to its relocation to Ossuccio, **the hull will undergo a long series of re-coatings**, with at least ten coats of primer and top coat, which will afford appropriate protection against the water.

■ For 2024, works have been planned for the existing dock in Ossuccio (where the *Velarca* will be berthed) as well as for the creation of new **publicly owned jetty** that will welcome visitors’ vessels. To complete the works, the small existing wooden structure in the garden will be revamped in order to include restrooms, and the **landscaped area**, which itself was designed by BBPR as an integral part of the project, will be regenerated.

Below: the restoration of the *Velarca*, Tremezzina (Como), a FAI property since 2011



### A mountain pasture embodying memories of the Great War

#### Monte Fontana Secca, Quero di Setteville (Belluno)

Donated by Bruno and Liliana Collavo, in memory of their parents Aldo Collavo and Erminia Secco, 2015

■ The project to revamp the property involves the reinstatement of the mountain pasture with the overhaul of the grazing land and the forested areas, and the sustainable renovation of the shepherd's accommodation, the cheese hut, and the stable, which will have their traditional purposes reinstated. The project aims to make the most of the history, nature, culture, and economy of this environment and to turn them into the basis for educational activities. Mount Fontana Secca will thus become a **hub for the biocultural diversity of the local area**, and a stop-off point for the hikers on the route known as the *Alta via degli Eroi* ("High Road of the Heroes").

■ All of this formed the basis for a **public presentation** held at Quero in September 2023, which saw the announcement of the **start of works on the recovery** of the mountain pasture and the restoration of the historic buildings of the dairy and the shepherd's hut, as well as the stable, which will become a training center for schools and students of agronomy, affording the opportunity for overnight stays.

■ In parallel with the restoration work, research also continued apace, enriched by the studies conducted by the young researchers who have received specific study grants (7 since 2018). FAI also initiated the **production of a documentary on the renovation of the Fontana Secca shepherd's hut**, with a description of the historic and social context of Quero, featuring the actor Marco Paolini and various citizens who have played their part in, and borne witness to, the vicissitudes of this place.

Below: the shepherd's hut on Mount Fontana Secca, Quero di Setteville (Belluno), a FAI property since 2015



### The Renaissance on the Euganean Hills

#### Villa dei Vescovi (Luvigliano di Torreglia, Padua)

Donated Maria Teresa Olcese Valoti and Pierpaolo Olcese in memory of Vittorio Olcese, 2005

■ In 2023, the **scheduled conservation works got under way on the fixtures and the large painted shutters** that face the loggias on the northern front of the villa, which had been degraded by the constant exposure to sunlight and the elements.

■ In the courtyard and the vegetable garden, works were carried out on the structural consolidation of the **surrounding stone walls**, which were subject to damage and subsidence in various places, while the **courtyard garden was renovated** with the replacement of the trees and the renovation of the narrow wooden passageways that overlook the hedges.

■ In the interiors, **maintenance was carried out of the wooden furnishings** dating from the 17th to the 19th centuries.

■ The villa was enriched with new narrative content for the project titled **An Environment for the Environment**, launched in 2022 at Villa Necchi Campiglio in Milan. FAI's commitment to environmental protection includes **making the public aware** of the environment and the landscape not purely as untainted nature but also as the backdrop to our history and our lives, of which we are all both protagonists and responsible parties, for today and for the future. The video installation – narrated by Marco Paolini – allows FAI to describe the landscape that surrounds the Villa dei Vescovi as a product of mankind's determination: a continually reshaped environment that, while on the one hand has generated harmony, in the past also exposed the Euganean hills to the risk of speculation. Taking care of this landscape, making the most of mixed crops and ancient techniques as FAI has been helping to do since 2005, is the best way to hand down its history, but also to contribute to the health of the environment, promoting biodiversity and sustainability, while also conserving its beauty.

Above: a sequence from the video story *An environment for the Environment*, at the Villa dei Vescovi, Luvigliano di Torreglia (Padua), a FAI property since 2005

### A unique, breathtaking scenario, amid Roman temples and the roar of Tivoli's waterfalls

#### Villa Gregoriana (Tivoli, Rome) Concessione Agenzia del Demanio, 2002

■ From the outset, the sides of the gorge that plays host to the park have been subject to hydrogeological instability. In 2021 and 2022, due to extreme weather resulting from climate change, the property initially underwent a landslide of the rock wall under the Miollis tunnels, followed by a landslide of the slope under the substructions of the Villa of Manlius Vopiscus. Following these alarming events, in 2023 FAI and the Italian Public Property Agency decided to intervene with a series of urgent **operations to make safe** the interior of the property. The works, carried out across **seven sites**, concerned various areas within the parkland, which nevertheless remained open to visitors throughout, albeit with temporary changes to the trails. The works included the restoration of the memorial wall, the consolidation of the masonry near the remains of the Villa of Manlius Vopiscus, the making safe of the trails and parapets and, last of all, the restoration of the facades of the rooms set aside for the historic ticket office.

Below: works to make safe the trails within the park of Villa Gregoriana, Tivoli (Rome), a property under concession to FAI since 2002



### An ancient, aristocratic residence overlooking the "Gulf of Poets"

#### Villa Rezzola (Pugliola – district of Lerici, La Spezia) Bequeathed by Maria Adele Carnevale Miniati, 2020

■ In 2023, work began on the project to **restore the villa's grounds**. The main objective is to reinstate the architectural design, composed of stairs, pergolas, and pathways, and to revamp the structure of the trees and plants, with a view to combating the impoverishment of the botanical species and to emphasizing the original vocation of this Mediterranean garden. In the early months of the year, we began to **look after the ancient, monumental trees, pruning the wisteria** and removing any infestations. June saw the issuing of a tender call, finalized in September before **works began** in October. The first two months focused on organizing the various activities and on taking samples, which were crucial for deciding how to proceed.

■ At the same time, the villa underwent the **maintenance and restoration of its furnishings and artifacts**, starting with the painstaking cleaning and reorganization of the stores, leading to the rediscovery of the *Portrait of a Young Pupa Carnevale Miniati* and two works by Paulo Ghiglia (Florence, 1905 – Rome, 1979) that portray her mother. Removed to a safe location, the paintings have been entrusted to specialist restorers who, in accordance with the Superintendency, are working to stop the degradation and restore legibility.

Above: the start of the restoration works on the grounds of Villa Rezzola, Pugliola (La Spezia), a FAI property since 2020



**An ancient rural dwelling amid the citrus trees in the Valley of the Temples**

**Case Montana (Giardino della Kolymbethra, Valley of the Temples, Agrigento)**  
Acquired from Caterina Di Grado, 2018

- The Case Montana are rural buildings at one time used by the farmers who cultivated the Giardino della Kolymbethra, where they are sited above a rock that by its nature is crumbly. Making this rock safe is crucial to guarantee the underpinning of the “Montana houses,” and accordingly work is now under way with a view to restoring the buildings and upgrading the services.
- In autumn 2023, thanks to funding from the Artbonus program, the **initial works to consolidate the rock were completed**. Specialist rock climbers – coordinated by structural engineers, geologists, architects, and agronomists – cleaned away the plant infestations from the crag and removed the sections at risk of collapse. The wall of rock was consolidated via the insertion of long steel bars deep into the rock.
- The works led to **unexpected archaeological discoveries**: at the base of the crag, an underground cave was identified that, at the moment, is only partially visible. The **underground chamber**, almost entirely infilled, was explored by the archaeologists in order to provide the first graphic and photographic documentation of it; it turns out that it is carved into the rock and extends for around 11 meters in total. In accordance with the Archaeological and Landscape Park of the Valley of the Temples (which is in charge of the project), having evaluated the extent of the discovery, the decision was taken to proceed with a **stratigraphic archaeological dig**, which will take place in October 2024, when the first systematic archaeological research will take place in the area of the garden, thanks to a framework agreement signed by FAI, the Park of the Valley of the Temples, and the University of Milan, which will carry out the works.

Above: the works to consolidate the rock under the Case Montana, a FAI property since 2018, at the Giardino della Kolymbethra, Agrigento

**On Biumo Hill in Varese, an 18th-century villa plays host to 20th-century art**

**Villa e Collezione Panza (Varese)**  
Donated by Giuseppe and Giovanna Panza di Biumo, 1996

- The restoration and **emergency maintenance of the 200 external frames** and 170 internal doors are part of a program that is being carried out in stages, based on the availability of funding. Given the significant number of frames involved and the poor state of repair in which many of them are languishing, the works are ongoing. Those carried out in 2023 concerned 16 windows and French doors, and 26 pairs of shutters, as well as 3 doors of the colonnade in the main courtyard.
- In terms of conservation, over the course of the year attention was paid to **replacing some of the fluorescent tubes** that compose the installations by Dan Flavin (1933-1996) hosted in the wing of the outbuildings: twelve works made using 330 tubes, which are not available on the normal European market. Research carried out with the Solomon R. Guggenheim Foundation, the Dia Art Foundation, and Stephen Flavin, led to the identification of a factory in New York that can make to order fluorescent tubes that are the right size and color range to match Flavin’s works. In 2023, FAI purchased 438 of them.
- The Villa Panza collection was enhanced through a generous gift from Rosa Giovanna Panza. After the late-2022 donation of 108 new works, the family then donated to FAI the work **Twelve Part Vertical Pipe Piece** by the American artist Jene Highstein (1942-2013), acquired by Giuseppe Panza in 1987.
- Over the course of the year, the villa hosted **two exhibitions**. The first, called *Ex Natura: New Works from the Giuseppe Panza di Biumo Collection*, was held from November 10, 2022, through October 1, 2023, whereas the second – *Wolfgang Laib: Passageway* – was staged from October 27, 2023, through February 25, 2024.

Below: the installation Twelve Part Vertical Pipe Piece by Jene Highstein, 1973, at Villa e Collezione Panza, Varese, a FAI property since 1996



**A corner of the Middle Ages in the silence of the woods of the Varese area**

**Monastero di Torba, (Gornate Olona, VA)**  
Donated by Giulia Maria Mozzoni Crespi, 1977

■ The **hayloft**, dating from the 19th century, is the most recent structure in the complex, and embodies the shift from the monastery's religious purpose to its new purpose as a farm. In 2018, a part of the building was renovated for use as ticket office, complete with a small store for visitors. In 2023, work began on the project to **turn the entire upper floor into classrooms** for use by the 2,5000+ students who visit the site every year, with a new video story of the history of the monastery. The project combines innovation and tradition with a view to carrying out a **sustainable operation** both in terms of the materials used and in terms of the site's future management. The new walls erected to enclose the facade will be made from natural materials such as wood and brick, salvaged from Lombard farms of the same era. To ensure the comfort of the classrooms and limit the use of heating (supplied via a heat pump), the rooms will be insulated with sustainable, certified materials. A new layer of wood-fiber insulation was added to the roof, and salvaged wooden beams were inserted.

Below: the works to repurpose the hayloft at the Monastero di Torba, Gornate Olona (Varese), a FAI property since 1977, for use as new classrooms



**A "villa of delight" just a stone's throw from Lake Maggiore**

**Villa Della Porta Bozzolo (Casalzuigno, Varese)**  
Donated by the Bozzolo family, 1989

■ The emergency maintenance and restoration of the villa's **exterior frames and shutters** are part of a general project to maintain and restore all of the external frames of the main part of the villa and the outbuildings. The conservation campaign was preceded by an **in-depth survey of all of the elements**, subdivided by type and age. In 2023, the second batch of works, following on directly from those carried out in 2022, mostly concerned the frames of windows and French doors on the first and second floors of the villa, encompassing 18 frames in total. The pieces were dismantled, with the wooden and metal parts being duly cleaned and, where necessary, repaired, before being re-coated with water-based enamels and put back in place.

■ The conservation operations focused on the **collection of ceramic and porcelain artifacts**, mostly made in the 18th and 19th centuries, starting from a core group in a poor state of conservation, which underwent cleaning and consolidation. One complex intervention concerned a pair of polychrome, Renaissance-style maiolica vases made in Urbino in the 19th century, which displayed localized damage in addition to highly visible missing sections that were then duly replaced.

■ General maintenance was also performed, as every year, on the **wooden furnishings**.

Above: conservation work on two vases made in Urbino in the 19th century at Villa Della Porta Bozzolo, Casalzuigno (Varese), a FAI property since 1989

**The home of the sirens of Capri**

**Baia di Ieranto (Massa Lubrense, Naples)**  
Donated by Italsider, 1987

■ The **farmhouse** – one of the outhouses that form part of the property, comprising two small buildings at one time used for agricultural purposes – was restored by FAI for the first time in 1996, focusing on the grindstones and the olive press, with a welcome point also being set up. In late 2022 and early 2023, this complex underwent **emergency maintenance** of the roofs, with recourse traditional techniques and materials, such as beaten lapillus, a lime mortar with volcanic stones traditionally used to render masonry waterproof.



**A 17th-century shelter amid the green giants of Calabria**

**Casino Mollo (I Giganti della Sila, Spezzano della Sila – Cosenza)**  
Donated by Giovanna, Beatrice and Maria Silvia Mollo, 2016

■ Acquired in the 17th century by the aristocratic Mollo family, rich Cosenza landowners whose heirs then donated it to FAI in 2016, the house is located near the nature reserve of the Giganti della Sila, which FAI manages on the basis of an 8-year concession from the park. The building's traditional furnishings are being **restored** and a **multimedia video story** will be installed. In 2023, works began to reinstate the historic plasterwork and flooring, along with new restroom facilities, a new electrical and heating system using radiant panels, and restoration works on the exterior.

Above, left: the external area of the farmhouse overlooking the Baia di Ieranto, Massa Lubrense (Naples), a FAI property since 1987.

Above, right: the interiors of the Casino Mollo, Spezzano della Sila (Cosenza), a FAI property since 2016

**A masterpiece by Carlo Scarpa in a local graveyard**

**Memoriale Brion (San Vito di Altivole, Treviso)**  
Donated by siblings Ennio and Donatella Brion, 2022

■ In 2023, surveys, research, and preliminary investigations were carried out in order to put together a **plan for the conservation** of the complex. This plan not only takes in the operations required to look after the property but also compiles all of the knowledge acquired over months of study in a **digital archive** that describes its tangible and intangible heritage. To put the plan together, a Heritage Building Information Model (HBIM) was created, mapping the architecture in its every detail, including a 3D geometric representation along with qualitative information concerning materials, state of conservation, historical data and project data.  
■ At the same time, **maintenance** was carried out on a number of wooden components and certain parts of the mosaic, and the electrical system was upgraded.



**A fortress at the gateway to Trentino**

**Castello di Avio (Sabbionara di Avio, Trento)**  
Donated by Emanuela di Castelbarco Pindemonte Rezzonico, 1977

■ In 2023, the question of restoring the **cycle of frescoes in the guardhouse** was addressed. This involved following up on a previous operation carried out in the early 1990s, which had highlighted only a few degraded areas. After the samples were taken this time, it emerged that a wide variety of areas were in need to restoration, requiring a great deal of effort from the team, working in partnership with the Superintendency of the province of Trento. The delicate restoration demanded that complex techniques and criteria be applied. A **new lighting system** will be installed in 2024.  
■ In April 2023, a plan was presented to the public for a new structural consolidation and functional upgrading project, geared towards enhancing the experience of visiting the castle.

Above, left: the point cloud of the photogrammetric survey of the Memoriale Brion, San Vito di Altivole (Treviso), a FAI property since 2022

Above, right: the Guardhouse at the Castello di Avio, Sabbionara d'Avio (Trento), a FAI property since 1977

**Amid the green pastures of the Prealps of Valtellina**

**Alpe Pedroria e Madrera (Talamona, Sondrio)**  
Bequeathed by Stefano Tirinzoni, 2011

■ In 2023, works began to deal with the problem of the **lack of water for the grazing cattle**, due to the rise in temperature and the altered rain patterns. Having analyzed the needs of the cattle and taken account of the shape of the land, GPS was used to identify those points where the animals can drink and where water can be sourced. Subsequently, through the application of the Geographical Information System (GIS), the pathways that will bring water here was planned out. Work then started on checking the existing pipework and laying around 1.5 km of underground pipes, with completion expected by summer 2024.



**The other half of Assisi**

**Bosco di San Francesco Assisi (Perugia)**  
Purchased thanks to an Intesa Sanpaolo donation, 2008

■ On June 23, 2023, the Bosco di San Francesco was **badly damaged following a violent storm that caused the Tescio River to overflow, resulting in flooding, mudslides, and landslides**. The staff at the property got to work immediately to reinstate the paths and the damaged areas, and to make the woodland safe for reopening to the public. The first works were carried out in the parking lot, which had been completely flooded with water and mud. Then, in August, the path leading from the mill to the area of the Terzo Paradiso – the “Third Paradise,” a work of land art by Michelangelo Pistoletto – was made safe. The olive groves, where 60 trees had been uprooted, and the archaeological excavations near the Annamaria Tower submerged under mud, were also subsequently restored.

Above, left: two Bruna cows on the pastureland of the Alpe Pedroria, Talamona (Sondrio), a FAI property since 2011  
Above, right: the damage caused by the storms of June 23, 2023, to the Bosco di San Francesco, Assisi (Perugia), a FAI property since 2008

**One of the most surprising collections of applied art to be found anywhere in Europe**

**Casa e Collezione Laura (Ospedaletti, Imperia)**  
Donated by Luigi Anton and Nera Laura, 2001

■ The house plays host to a precious collection of more than 6,000 pieces that opened to the public in 2022. Over the course of 2023, the **public spaces were upgraded** with a new conditioning system and a new layout.  
■ The **cataloging of the collection** was also revamped, focusing on the various types of high-value artifacts. The items not on display were **reordered and filed**, with a view to putting them on show for special visits.



**A “living museum to add luster to Morazzone”**

**Casa Macchi (Morazzone, Varese)**  
Bequeathed by Marialuisa Macchi, 2015

■ After the opening of the property to the public in December 2022, following a painstaking restoration process lasting 3 years, in 2023 a number of completion works were performed both on the interior and on the exterior. Specifically, carpentry work was carried out on the entrance and the swift tower, and the security, water, and electricity systems were completed.

Above left: one of the rooms of the Casa e Collezione Laura, Ospedaletti (Imperia), a FAI property since 2001  
Above, right: the interior of Casa Macchi, Morazzone (Varese), a FAI property since 2015

**Oratorio di Santa Maria del Sole  
(Capodacqua, district of Arquata del Tronto, Ascoli Piceno)**

■ On August 24, 2016, a violent earthquake tremor devastated central Italy. As was the case with the earthquake that struck L'Aquila – when FAI restored the “Fountain of the 99 Water Spouts” – and that which hit Finale Emilia (Modena), where FAI helped to renovate the town hall, **FAI again played its part in dealing with the emergency through the “adoption” of the Oratorio della Madonna del Sole in Capodacqua**, a key monument within the town, beloved of the local people, and the only edifice to remain standing. With FAI as the driving force, the oratory was made safe by the fire and rescue service. On October 30, 2016, another powerful tremor struck Capodacqua, causing the oratory’s ancient bell tower – still intact after the original tremor – to collapse partially, but thanks to the works to make the building safe, the structure remained standing. Since then, despite the administrative and management difficulties besetting the areas affected by the earthquake, FAI worked to ensure that the **restoration** would be implemented, and finally, in **April 2023**, work began.

■ The restoration project has been split into **two batches**, which are being carried out in parallel: the first will see the reinstatement of the internal and external dividers and the reconstruction of the sacristy and the bell tower, with the installation of a molded metal frame featuring the same design as the original but weighing eight times less. The second batch concerns the frescoes and the reinstatement of the finishing elements. These two sets of challenging works will continue until late 2024.

Below: the restoration of the Oratorio di Santa Maria del Sole, Capodacqua (Ascoli Piceno).  
Opposite, above: two horologists maintaining the antique clocks



■ Also noteworthy were the 2023 operations to **restore and enhance** those places rich in artistic and natural wonder selected via the **Italian Places I Love** survey, to which the sum of **€318,143** was allocated. Since the first survey, in 2003, FAI has put its weight behind **162 projects** in support of sites of laudable art and nature, across 20 regions, alongside the numerous interventions made possible thanks to the contributions of institutions and individuals in the wake of the visibility offered by the survey.

■ **In terms of conservation**, works continued on looking after the movable assets housed in FAI’s properties. This scheduled preventative maintenance covered the monitoring, cleaning, and repair of localized damage to **textile articles**.

■ The **maintenance of clocks**, scientific instruments, historic light fittings, and ceramics was also a priority. In addition, the properties were equipped with new technical instrumentation, with new dataloggers being installed as staff members were trained on how to monitor and analyze the data.

■ Work continued to **update the digital cataloging** of the collections of furnishings, paintings, and artifacts held in the properties.

■ Considerable time was invested in the **digitization of content for visitors**. As well as new interactive maps, numerous podcasts were created to allow visitors to make their own way through certain properties. With the support of volunteers, they were translated into several languages for foreign visitors. Since they were launched in 2020, the podcasts have been listened to **747,252 times** (+76% vs 2022)

■ In parallel, **studies of the properties** were driven forward either by internal experts or thanks to **agreements with universities** and individual academics, helping to produce further material to enhance the visitor experience.

■ 2023 also saw the conclusion of the **ListenToMI project**, created as part of the “Di Casa in Casa” project involving the four house-museums of Milan, including Villa Necchi Campiglio. The *ListenToMI* podcast appeared in *Artribune* magazine’s “Best of” list.

■ A great deal of effort went into the publication of the **new edition of “Il Libro del FAI”** – dedicated to Giulia Maria Crespi, FAI’s Honorary President, who passed away in 2020 – which includes 15 new properties not featured in the previous edition.



Visiting *Soffio di Primavera* (Breath of Spring) at Villa Necchi Campiglio, Milan, a FAI property since 2001

## Management of FAI Properties

A total of **€19,257,269** was invested in management of the properties (+20% vs 2022). Compared to 2022, in 2023 FAI recorded a **27% increase in revenues from ticket sales** (€8,784,030) and a **13% increase in income on the sale of products in the stores** (€1,755,610); the revenues generated from the use of our properties as venues for private and company events amounted to **€4,205, 514**.

## New openings to the public

### FAI's first farm, in the heart of the Tuscia district

NEW  
OPENING

#### ■ Villa Caviciana (Gradoli, Viterbo) Donated by the Fondazione Fritz e Mocca Metzeler, 2022

■ Acquired in 2022, this property was officially presented at the 23rd National Convention of FAI Volunteers and Delegates in February 2023. Located on the northern shore of Lake Bolsena, right across from Bisentina Island, with its **20 hectares of vineyards, 35 of olive groves, and 86 of woodland and pastureland**, Villa Caviciana is a typical slice of the historic rural landscape of the Tuscia area. The farm was established in 1989 by a husband and wife from Düsseldorf, Fritz and Mocca Metzeler, whose foundation donated it to FAI. The management of the farm is entrusted to a farmers' association, but as the owner FAI closely monitors both cultivation and production, assisted by a Board of Trustees.

■ The property opened its doors to the public for the first time during the FAI *Spring Days* in March 2023, and since then visitors have been able to enjoy guided tours with tastings of the produce, which can then be purchased on-site. The wine produced on the estate is available for sale in all of the stores at FAI properties.

Below: Villa Caviciana, Gradoli (Viterbo), a FAI property since 2022



### Visitors to FAI Properties

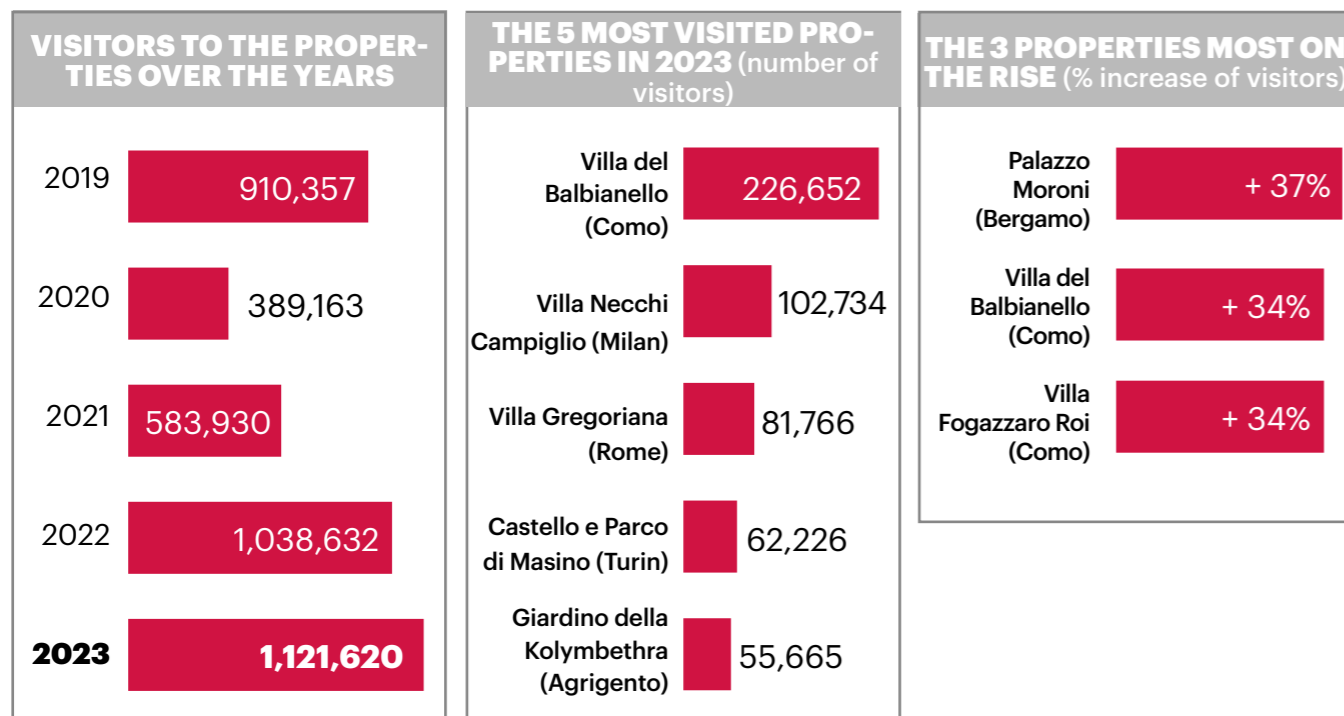
■ In 2023, numbers visiting FAI properties totaled **1,121,620** (+8% vs 2022). This result was achieved in part thanks to the opening to the public of Casa Macchi in Morazzone (Varese) in late 2022 and the exhibition-markets held in early spring, but it was the months of April and May that really made the difference: thanks to Easter and the coming of the warm weather, in just two months we clocked up almost 30% of our total visitors for the year.

■ Again in 2023, FAI asked visitors to evaluate their level of satisfaction. 82,877 mails were sent out, with a response rate of 17%. Average **overall satisfaction** remains very high, with a ranking of **4.7** out of 5.

■ Memberships taken out at **FAI properties amounted to 55,506**, 12% up on 2022 and 69% on 2019, with a conversion rate of 4.9%.

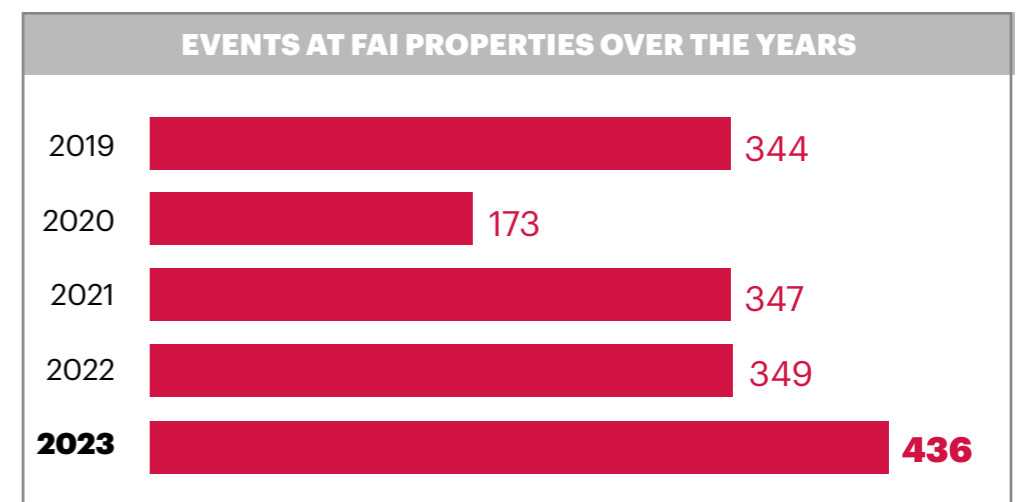
■ 2023's strengths included the level of income from the ticket offices, being the total of the entry tickets and the guided tour services. Thanks to the increasingly well-structured offering, the **average ticket price** paid rose from 2022's €6.60 to €7.60.

■ The activities held at the properties had an important impact on FAI's financial sustainability. Over the course of the year, we were able to **cover 104% of the operating and scheduled maintenance costs of the properties through direct revenues, fundraising, and membership sign-ups**: a result never achieved before, which confirms the properties' capacity to be self-funding.



### Events at FAI Properties

In 2023, **436 property events** (vs 439 in 2022) were held, amounting to a total number of **1,920 days** (vs 1,918 in 2022). The large variety of initiatives staged over the course of the year make a substantial contribution to bringing visitors to the properties, and in 2023 the **events attracted one-quarter of the total number of visitors**. This result was achieved thanks, in part, to a schedule that confirmed the effectiveness of longstanding, consolidated events while also introducing new formats that made it possible to expand the target audience and explore specific themes that a visit to the property alone cannot transmit.



■ The schedule of events traditionally opens with the major **flower shows** at Villa Necchi Campiglio (Milan), called **Agrumi (Citrus)** and **Soffio di Primavera (Breath of Spring)**, now in their 11th and 10th editions, respectively. In 2023, this fixture in the Milanese calendar attracted **more than 14,000** visitors (2,000 more than the previous year).

■ Open-air family events are amongst our visitors' favorites, and are staged on **Easter Sunday** and **Easter Monday**. A full 19 properties held treasure hunts and picnics in 2023, attracting **more than 20,000** visitors.

■ April marked the end of **Tre Giorni per il Giardino (Three Days for the Garden)**, held at the Castello di Masino (Turin), the most important event of the year there, now in its 31st edition. The exhibition-market, enriched with a program of events and talks from experts, academics, and writers, has become an opportunity to address the issue (urgent and still not widely debated in Italy) of the loss of biodiversity due to the environmental crisis, and to highlight everyday best practices for its safeguarding.

■ This issue, so important for FAI, was the focus for an entire awareness-raising campaign, called #FaiBiodiversity as part of which, during the last two weekends in May, a rich program of events was staged in order to raise awareness and make the most of Italy's wealth of biodiversity, starting from FAI's experience at its properties.



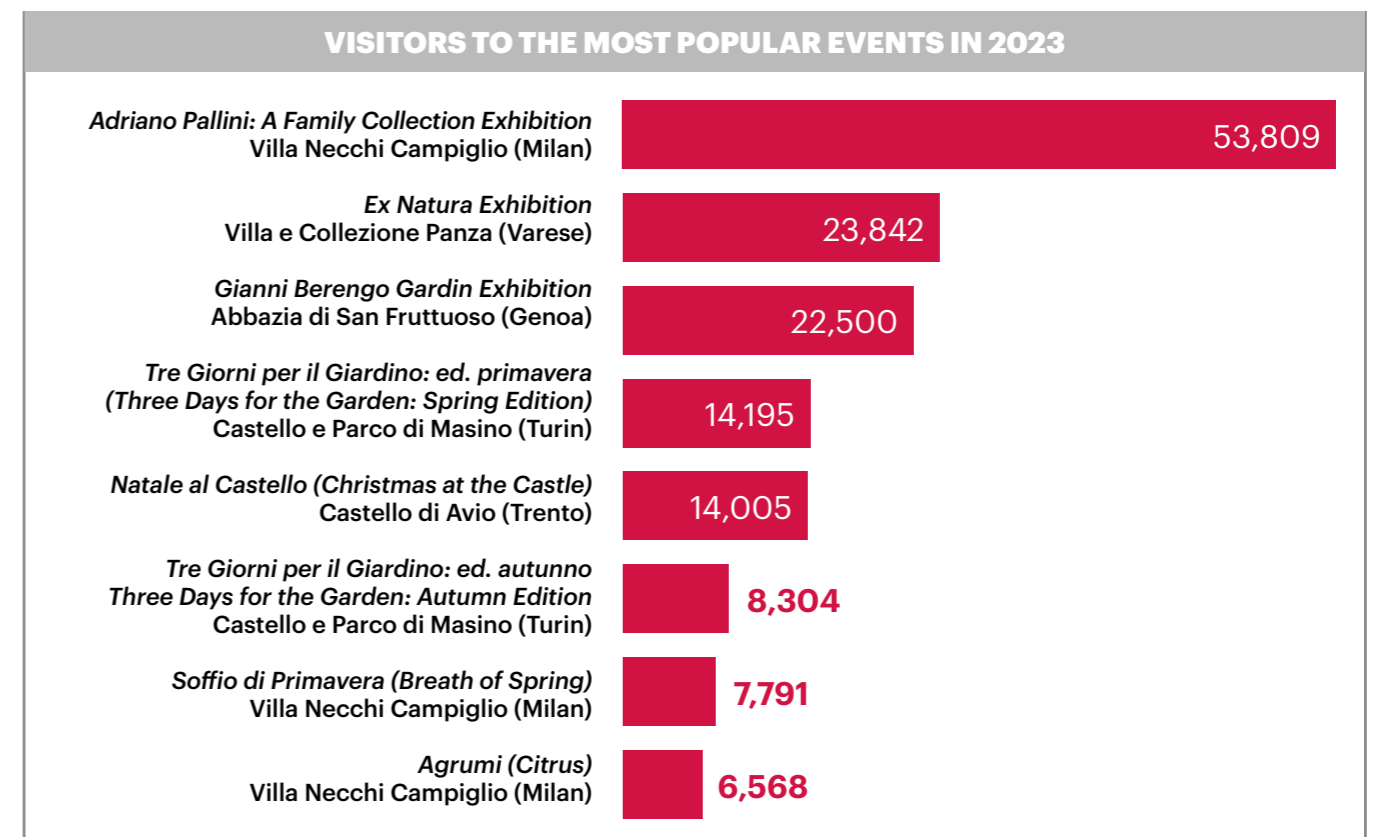
*Tre giorni per il Giardino (Three Days for the Garden)* at the Castello di Masino, Caravino (Turin), a FAI property since 1988

■ In May, Palazzo Moroni (Bergamo) played host to the first edition of **Seta: sul filo di una storia (Silk: An Interwoven History)**, which over the course of two days welcomed around 1,000 visitors, while in June the European Archaeology Days afforded FAI the opportunity to open the doors of its archaeological properties with a program of expert-led guided tours.

■ For 8 years now, the summer has seen the staging of the **Sere FAI d'Estate (FAI Summer Evenings)**: more than 300 evenings held at 29 properties right across Italy. Like the spring, the fall is also studded with events aimed at various segments of visitors: from the **Giornata del Panorama (Panorama Day)**, aimed at lovers of outdoor activities, to the **Halloween events** targeted at families with children.

■ There were two important new events in this season: the introduction of the **Artisan Showcase** at the Villa dei Vescovi (Padua), an exhibition-market allowing visitors to discover the area and its master craftspeople, and **(Tante care cose) So Many Dear Things**, an antiques market held at Casa Macchi (Varese) on the first weekend in December. An interesting aspect of this event is the special sale of a selection of items and furnishings from FAIs stores, not intended for re-use at the properties.

■ The calendar of events at the properties came to an end, as it does every year, with the **Christmas campaign**, which involves, above all, FAI's castles and historic residences – properties that are surely being the most welcoming and evocative in winter. Standing out amongst these is Christmas at the Castello di Avio (Trento), the craft and gourmet market held every weekend from late November through mid-December. This year's event was enormously successful, receiving **more than 14,000 visitors** and becoming the second most popular event after *Tre giorni per il giardino (Three Days for the Garden)*. This was the result of ongoing marketing initiatives and engagements with the main local bodies.



The **exhibitions** are also a major attractor of visitors:

■ **Ex Natura: New Works from the Giuseppe Panza di Biumo Collection**

Villa e Collezione Panza (Varese), November 10, 2022 – October 1, 2023

The exhibition project arose out of the donation, by Rosa Giovanna Panza, of 108 works that triggered renewed efforts on the part of the museum to stage an exhibition geared towards exploring recently acquired artists' works, in dialogue with the permanent collection. *Ex Natura* thus marked the start of this new pathway, bringing together 46 works by 10 different artists on the theme of nature and form. Visitor numbers reached 23,842.

■ **Massimo Micheluzzi at the Negozio Olivetti**

Negozio Olivetti (Venice), May 20 – September 24, 2023

In conjunction with the 18th Architecture Biennale, FAI staged the exhibition *Massimo Micheluzzi at the Negozio Olivetti* in the historic showroom on St Mark's Square, which ended on September 24 during Italian Glass Week. Curated by Cristina Beltrami, the exhibition featured a collection of blown-glass vases made by Micheluzzi since 2022, in dialogue with the architecture of the Negozio Olivetti, designed by Carlo Scarpa. The exhibition highlighted their shared passion for Venetian art and mosaics, reflected in the details and colors of the flooring in the showroom and the vases on display. The exhibition welcomed 11,323 visitors.

■ **Adriano Pallini: A Family Collection**

Villa Necchi Campiglio (Milan), May 24 – November 5, 2023

Adriano Pallini (1897-1955) began collecting works of art in the 1920s, swapping garments from this Milanese tailor's shop for works by painters and sculptors. His collection includes masterpieces by artists such as Modigliani, De Chirico, Boccioni, and Morandi. The exhibition, held at Villa Necchi (Milan) from May 24 through November 5, 2023, featured a selection of significant works from the Pallini collection, including family portraits and masterworks by 20th-century artists, and attracted 17,200 visitors.

■ **Gianni Berengo Gardin: San Fruttuoso di Camogli**

Abbazia di San Fruttuoso (Genoa), July 6, 2023 – January 7, 2024

At the Abbazia di San Fruttuoso in Camogli, FAI staged an exhibition of unseen photographs by Gianni Berengo Gardin, ten years on from the previous edition. The exhibition, curated by Guido Risicato and Susanna Berengo Gardin, featured 28 black-and-white photographs taken in 2020, encapsulating the photographer's links with San Fruttuoso. The images, taken during the pandemic, show the village as a place of isolated meditation. The exhibition attracted 22,500 visitors.

■ **Renaissance in Bergamo and Brescia circa 1900**

Palazzo Moroni (Bergamo), July 14–October 8, 2023

The exhibition, curated by Giovanni Agosti, with layouts by Margherita Palli and lighting by Pasquale Mari, offered a trip through time at Palazzo Moroni. On the occasion of the celebrations of Bergamo and Brescia as Italian Capitals of Culture, twelve masterpieces of the Renaissance in Bergamo and Brescia were put on display, by artists including Lotto, Previtali, Savoldo, Moretto, and Moroni.

The exhibition recreated the atmosphere of the early 20th century, drawing its inspiration from Edith Wharton's novel *The Age of Innocence*, with staging that evoked a salon of the time, immersing visitors in an art-historical context awash with details. The exhibition welcomed more than 7,000 visitors.

■ **Faces: 20th-Century Italian Portrait Painting**

Villa del Balbianello (Como), July 21 – November 12, 2023

Archivi Vitali, in partnership with FAI, presented the exhibition across the two venues of Bellano and Villa del Balbianello, celebrating the portrait through more than 70 works painted since 1910. The exhibition, constituted by works from private collections, aimed to explore the evolution of the portrait and its importance in the past and the present.

■ **Venezia! Tornerò mai più a Venezia? (Venice! Will I Ever Return to Venice?) Danilo Donati's set designs for Fellini's Casanova. Selection of works from the Collection of the Cirulli Foundation**

Negozio Olivetti (Venice), October 17, 2023 – January 7, 2024

FAI, in collaboration with the Fondazione Massimo e Sonia Cirulli, exhibited a selection of original cartoons by Danilo Donati for Federico Fellini's film *Casanova*, curated by Pierpaolo Antonello. These sketches, exhibited for the first time at the Negozio Olivetti in St Mark's Square, represent the dream-like sets of the Venice imagined by Fellini. *Casanova* is considered the culmination of Donati's work and an attempt by the acclaimed director to create a "total" form of cinema. The exhibition was visited by 8,620 people.

■ **Wolfgang Laib: Passageway**

Villa e Collezione Panza (Varese), October 27, 2023 – February 25, 2024

The villa hosted four large installations – one of which had never been exhibited before – created by Wolfgang Laib (Metzingen, 1950) for the spaces of the stable blocks and the coach houses. The project by the German artist was part of a four-year exhibition program focusing on themes beloved of Giuseppe Panza; it marked the end of the cycle on "nature and form," following on from the previous exhibition, *Ex Natura*. Through a poetics that combines Eastern and Western cultures, the artist created works using materials both organic and inorganic, such as beeswax, pollen, rice, stone, paper, and brass, in the hope of transcending the visual experience and leading the viewer into a meditative, spiritual dimension. Visitor numbers reached 13,655.

■ **The Centerpiece by Gio Ponti**

Villa Necchi Campiglio (Milan), December 6, 2023 – February 18, 2024

*Il Trionfo* by Gio Ponti, conceived between 1927 and 1929 with Tomaso Buzzzi and modeled by Italo Griselli for Richard Ginori, is an Art Deco sculptural centerpiece containing 41 elements. Originally commissioned by the Italian Foreign Ministry for its diplomatic premises, it was exhibited for the first time in a house-museum in the dining room at Villa Necchi Campiglio in Milan. The exhibition attracted 17,854 visitors.

**Accessibility in the properties**

■ In 2023, as well as consolidating the projects already under way at certain properties – specifically “FAI Properties for All” (11 properties involved) and “Hearing Art” (2 properties involved) – the **issues of inclusion and accessibility** were placed at the center of a **systematic development and planning project**, in compliance with Article 9 of the UN Convention on the Rights of Persons with Disabilities.

■ Implemented in collaboration with the *Museum for Everyone*, orchestrated by the charity Associazione L’abilità Onlus and the Fondazione De Agostini, the **“FAI Properties for All”** project has been active since 2016 and offers people with **mental health conditions** the opportunity to enjoy an engaging visitor experience at FAI properties. For each of them, an easy-to-read guide was produced, written in accessible language, and downloadable online. During the year, a number of events, such as the children’s workshop at Villa e Collezione Panza in Varese, benefited from support materials. In parallel, the staff were given appropriate training: in early 2023, a new training cycle was delivered to 60 people, with the aim of providing specific relationship and communicative skills to be applied when engaging with those with mental health conditions.

■ But above all in 2023 an **overhaul was carried out of those activities geared towards inclusivity in the places protected and managed by FAI**, starting from the assignment – for each property open to the public – of a contact for the planning, implementation and monitoring of the activities associated with the expanded utilization. The group of contacts drafted **strategies and action plans** for 2024-2025, and a two-year **training course** was delivered, being widened out to the 70 staff at the FAI premises, with a view to guaranteeing visitor experiences that are welcoming, inclusive and safe for all visitors, including those with disabilities. The initiative was supported by the **Associazione Amici del FAI** and co-designed with various expert bodies and trainers in the field of disability and safety. The program involved 7 modules and lasted for a total of 142 hours.

**ACTIVITIES TO INCREASE INCLUSION AND ACCESSIBILITY IN THE PROPERTIES**



**15**  
active projects  
(+13 vs 2022)



**11**  
collaborations  
with bodies  
(+9 vs 2022)



**90**  
staff members  
trained  
(+50% vs 2022)



**10,880**  
visitors with  
disabilities  
(+93% vs 2022)



**€ 183,600**  
total  
funding  
(+267% vs 2022)

**Income-generating properties**

■ FAI generates **income from some of its properties**.<sup>1</sup> In 2023, FAI’s assets included **72 units rented out and 59 properties available to be sold off**. The rental income amounted to **€1,100,400**, of which €684,700 came solely from the house on Corso di Porta Vigentina in Milan, a property composed of 40 apartments and 7 retail units. Over the last 3 months of the year, FAI’s assets also included a large commercial building in the center of Rimini (Franceschi Bequest – 2023), rented out to a bookshop, which will generate more than €100,000 annually.

■ In terms of property sales, 2023 brought in revenue of **€1,853,500** thanks to the sale of, amongst other properties, an apartment in Paris (Laura Donation – 2003), a number of apartments in Palazzo Galli in Cremona (Galli Bequest – 2003), and an apartment in Turin (Valbassora Bequest – 2021).



A guided tour of Palazzo Moroni, Bergamo, a property under concession to FAI since 2019, as part of the *FAI Properties for All* project

<sup>1</sup> Income-generating properties are those properties (entire buildings, apartments or parcels of land) left as bequests or donated to FAI to create operating surpluses in support of the restoration of our institutional properties and our mission in general. As at 31 December 2023, FAI’s assets included 72 leased units and 59 properties available for sale, located throughout Italy, but mainly in Northern and Central Italy.

## FAI cultivates

In addition to tending to and managing its sites, FAI supports major national **promotional** and **awareness-raising** campaigns such as the FAI Days and the Italian Places I Love survey, with delegates and volunteers playing a prominent role in conceiving and organizing the events. FAI also devotes considerable attention to educating young people, involving teachers and students in multidisciplinary programs aimed at getting to know their local area, with a view to encouraging the new generations to take responsibility for this common heritage and to guiding their future choices.

**A network of special people translating FAI's values into tangible actions**

### The local network

■ The local network, formed by passionate volunteers who have decided to dedicate their free time to the dissemination of FAI's values and operations, is the frame of reference for FAI members across the country. It also serves as the driving force behind the *FAI Spring and Autumn Days*, large-scale festivals eagerly awaited by the public, which again in 2023 saw the involvement of thousands of volunteers in offering unique opportunities to discover lesser-known aspects of Italy.

■ In 2023, there were around **1,700 local initiatives organized by the network**, of which around **350** were staged by the **FAI Youth Groups**. They encompassed cultural events, nature walks, special openings, and meetings to discover the best parts of each local area, with a view to affording those engaging with these initiatives a wealth of opportunities for valuable knowledge and priceless experience.

■ 2023 was also a year rich in **regional initiatives**, with an array of events on a shared theme, organized by the local FAI groups. The main themes addressed by the **15 initiatives across 12 regions** were: the landscape, history, farming, and local traditions. The innovations for 2023 included the initiatives held by the FAI Youth Groups in Piedmont and the Valle d'Aosta, which came up with Agrotech, exploring the link between technology and agriculture across eight sessions; also new for 2023 were the *Resilient Roots* events organized by the FAI Youth Groups in Calabria, which focused on farms adapting to the latest technologies in order to ensure that the region's agricultural traditions remain very much alive and well. The Regional Presidency for Abruzzo and Molise offered FAI per non dimenticare, an initiative aiming to "describe so as not to forget" the events of the Second World War from the perspective of an area that was traversed by the Gustav Line.

■ In 2023, the Delegations made a significant contribution to the **FAI per me**, stipulating 68% (vs 60% in 2022) of the total number of new agreements with cultural organizations across the whole of Italy, for the benefit of members.

■ The funds raised by the national network, amounting to more than **€422,911**, were allocated to the restoration and regeneration of the **Case Montana** in the Landscape and Archaeology Park of the Valley of the Temples in Agrigento, on the island of Sicily.

*“FAI makes it possible to do something that brings joy to people and can make a difference to the conservation of the country, offering priceless peace of mind, as significant challenges are addressed in beautiful surroundings.”*

*Chiara Zardo, Group Leader  
FAI Youth Group, Venice*

**The major national festival that highlights the lesser-known aspects of Italy's heritage**

*“Wonderful, thanks to the beauty of the places; fascinating, thanks to the storytelling; you have outdone yourselves with the warm welcome and seamless organization. I have come to appreciate a place near to me, which I hadn't known about. It was a real eye-opener.”*

*A participant in the FAI Days*

**A major campaign to support FAI's mission to protect the cultural and environmental heritage**

## Major national events

### FAI Spring Days

■ The 21st edition of the *FAI Spring Days* saw civic passion take center stage thanks to volunteers from 131 Delegations, 89 FAI Groups, and 9 FAI Youth Groups active throughout Italy. On the weekend of March 25-26, 2023, the event engaged with **550,000 visitors** (+57% vs 2022), with 750 sites open in 400 towns and cities, including usually off-limits or little-known historic villas and palazzos, archaeological areas, churches of great architectural or art-historical value, examples of industrial archaeology, castles, libraries, art collections, and museums.

■ Once again in 2023, then, the *FAI Spring Days* confirmed their status as the most important public event focusing on Italy's cultural heritage and landscape, thanks to **7,500 passionate FAI volunteers**, who were the driving force of this initiative, flanked by **15,000 Apprentice Tour Guides** – students from Italian schools trained for the occasion.

■ The most-visited site was the **Tunnel of the Anti-Nuclear Bunker in Affi (Verona)**, followed by Villa Schifanoia in Florence, and the Castello degli Schiavi in Fiumefreddo Sicilia (Catania). Fourth place went to Palazzo Clerici in Milan and tying for fifth were the Palazzi dei Sette Portoni in Fossacesia (Chieti) and the RAI premises on Corso Sempione in Milan. Further down the list were the Parco Villa Gregoriana – a FAI property in Tivoli (Rome) – as well as Fort Wohlgemuth in Rivoli Veronese (Verona), the Church of San Giovanni degli Eremiti in Palermo, Palazzo Salerno in Naples, and Villa Wolkonsky in Rome.

■ The Net Promoter Score (measuring customer experience) was 76 on a scale running from -100 to +100.

■ The *FAI Spring Days* marked the end of the **RAI awareness-raising week** on cultural assets, staged in partnership with FAI. From March 20-26, as has been the case for more than 10 years now, RAI was at the forefront alongside FAI, with all of its radio and TV channels and its RaiPlay service, in casting the spotlight on Italy's artistic heritage and landscape. **RAI is FAI's Main Media Partner** in raising the awareness of all Italians on the importance of caring for and enhancing the country, and it provided special support for the *FAI Spring Days 2023*, in part through the fundraising efforts authorized by RAI per la Sostenibilità – ESG and publicized on the public-service networks.

### FAI Autumn Days

■ Now in its 12th edition, this event is at the heart of the October for FAI fundraising campaign. It is an opportunity to learn about FAI's mission and activities, with 100 Delegations, 78 FAI Groups, 32 FAI Youth Groups, and thousands of FAI volunteers offering the public access to **700 special places in 350 towns and cities**, many of which are usually inaccessible or generally little-known, to unveil the richness and variety of a surprising, unexpected heritage in every corner of Italy.

■ On the occasion of the *FAI Autumn Days*, the volunteers opened various places associated with urban regeneration and industrial archaeology, showcasing the renovation of a former woolen mill in Turin, the revamping of an industrial building in Rovereto, and the conversion of a mine in the heart of Sicily.

■ **340,000 people** (+3% vs 2022) visited 11 university campuses and 32 other educational sites, including schools, academies, research centers, and training workshops, chosen to highlight the **crucial role that schools and universities have to place in the quality of Italy's future**. Also visitable were historic palazzos, villas, churches, castles, and many other cultural hotspots such as museums, art collections, archaeological areas, and libraries. Trips through villages were organized, alongside nature trails and visits to city parks, botanical gardens, and historic gardens.

■ The **Real Albergo dei Poveri in Naples** was the most-visited place, followed by the Palazzo del Governo in Bari, which tied for second place with Palazzo Pallavicino in Parma. In third place was Palazzo dei D'Avalos in Scerni (Chieti), followed by two sites in Milan: the premises of the Banca d'Italia, and Palazzo Diotti, home to the Prefecture. The Net Promoter Score (measuring customer experience) was 74 on a scale running from -100 to +100.

■ The **Palazzo Ducale in Modena** was tied for the top spot with the **former San Sebastiano prison in Sassari**. The most-visited FAI property was Parco Villa Gregoriana in Tivoli (Rome). The Net Promoter Score (measuring customer experience) was **75** on a scale running from -100 to +100.

Below: a volunteer at Palazzo Clerici in Milan welcomes visitors participating in the FAI Days



The most important Italian project to raise awareness of places that should not be forgotten

### Italian Places I Love

In February 2023, the results were announced of the 11th edition of the survey that every two years asks the Italian public to vote for the places they think should not be neglected (see 2022 Social Report). With **1,500,638 votes cast** for more than 38,800 places, the initiative – launched in May 2022 and completed that December – involved **6,508 Italian municipalities, 82.4% of the total**, confirming its status as the pre-eminent Italian campaign for raising awareness of the country’s heritage and the need to protect and enhance it.

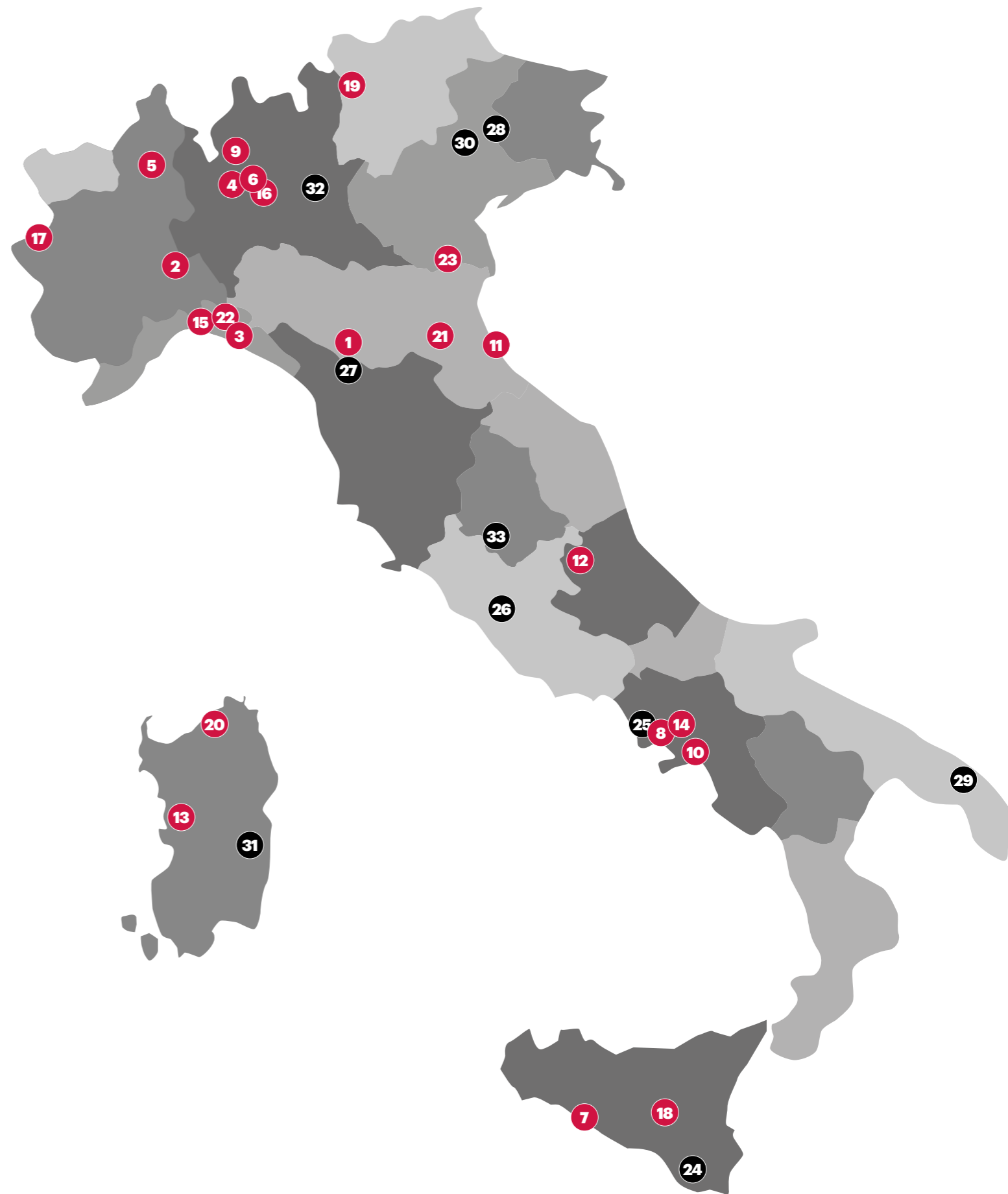
The podium was occupied by three places of worship and popular devotion:

- 1st place, the **Church of San Pietro dei Samari in Gallipoli** (Lecce), voted for by **51,443 people**
- 2nd place, the **Museum of the Mysteries in Campobasso**, receiving **32,271 votes**
- 3rd place, the **Church of San Giacomo della Vittoria in Alessandria**, the recipient of **31,028 votes**

With 20,196 votes, the town of **Cremonino** (Alessandria) was named winner of the special award for **Villages and their Places**.

After each edition of the survey, FAI launches a call for proposals whereby all those *Italian Places I Love* that **received at least 2,500 votes in the previous edition can put themselves forward for funding**. The call, open from March through June 2023, saw the announcement of the winning proposals in November: out of 55 requests for funding, a full **23 projects** across 13 regions (including 10 new provinces) received a contribution:

- 1 **Via Vandelli**, Modena and Lucca (ranked 4th) – **€18,000** for the installation of educational panels and a signage system to guide hikers. In partnership with the CAI.
- 2 **Casa del Mutilato**, Alessandria (ranked 5th) – **€5,000** for the restoration of the Caffassi mural entitled “The Sacrifice of the Veteran.”
- 3 **Basilica dei Fieschi**, Cogorno (Genoa) (ranked 6th) – **€22,000** for the restoration of the 18th-century polychrome wooden statues.
- 4 **Villa Mirabellino in the park of the Royal Palace of Monza**, Monza (ranked 10th) – **€24,000** for the reconstruction of the ancient bell tower within the garden.
- 5 **“Achille Mazzola 1403” Ancient Bell Foundry**, Valduggia (Vercelli) (ranked 11th) – **€22,000** for the creation of a carillon of 9 bells from the original molds, for educational use.
- 6 **Shrine and Rock Church of San Vittore Martire**, Brembate (Bergamo) (ranked 14th) – **€19,600** for the restoration of the 17th-century frescoes in the presbytery of the upper church.
- 7 **Shrine of the Santissimo Crocifisso**, Siculiana (Agrigento) (ranked 16th) – **€14,000** for the restoration of the 18th-century wooden choir and altar.
- 8 **Church of Santa Luciella**, Naples (ranked 19th) – **€20,000** for artistic lighting to enhance the visitor experience.



- funded projects
- completed projects

- 9 **Historic complex of San Michele**, Torre de' Busi (Bergamo) (ranked 22nd) – €21,400 for the restoration of the fresco cycle of the Deadly Sins within the bell tower.
- 10 **The Immacolata of the Treasure of San Matteo in Salerno Cathedral** (ranked 23rd) – €3,800 for the restoration of the 18th-century wooden statue of the Immacolata.
- 11 **11 Old Camillone Salt Works**, Cervia (Ravenna) (ranked 24th, with 9,333 votes) – €19,200 for the renovation of the visitor area, damaged by the flood of May 2023.
- 12 **Central Italian Railway**, Rieti-Aquila-Terni (ranked 27th) – €5,000 for the installation of educational panels at 16 stations.
- 13 **Monastery of Santa Chiara**, Oristano (ranked 30th) – €14,000 for the enhancement and virtual reconstruction of the original appearance.
- 14 **Church of Santa Maria Jacobi**, Nola (Naples) (ranked 33rd) – €19,000 for the restoration of the secular 13th-century frescoes on the left wall.
- 15 **Villa Pallavicini in Rivarolo**, Genoa (ranked 37th) – €8,000 for the restoration of the floor in front of the entrance on the first floor.
- 16 **Oratory of the Beata Vergine Assunta**, Calvenzano (Bergamo) (ranked 41st) – €10,000 for the creation of inclusive visitor routes for children and those with mental health conditions.
- 17 **Complex of the Cathedral of San Giusto**, Susa (Turin) (ranked 62nd) – €10,000 for the restoration of the Gothic fresco brought back to light following the removal of the wooden choir.
- 18 **Priory of Sant'Andrea**, Piazza Armerina (Enna) (ranked 64th) – €9,000 for the restoration, requested by the Diocese, of the removed frescoes.
- 19 **Church of San Bartolomeo**, loc. Pegaia, Peio (Trento) (ranked 65th) – €10,000 for the restoration of the frescoes on the outer wall.
- 20 **Woodland of Curadureddu**, Tempio Pausania (Sassari) (ranked 66th) – €10,000 for the creation of two new works of art to be installed in the woodland museum.
- 21 **Fountain of Palazzo Tozzoni**, Imola (Bologna) (ranked 82nd) – €6,500 for the restoration of the fountain and the reinstatement of the water.
- 22 **Roccatagliata – Valfontanabuona**, Neirone (Genoa) (ranked 87th) – €2,000 for the creation of teaching panels. Small project to support the community of a village that is rapidly depopulating.
- 23 **Wooden choir of the parish church**, Guarda Veneta (Rovigo) (ranked 99th) – €7,500 for the restoration of the 18th-century wooden choir.

Thanks to *Italian Places I Love*, since 2003 a total of **164 projects** have been supported across 20 regions. 2023 saw the completion of 11 projects:

- 24 **Rock church of San Nicolò Inferiore**, Modica (Ragusa) – €19,000 for the restoration of the frescoes of the church, which is one of the most striking best-preserved examples of Byzantine rock architecture in south-eastern Sicily.
- 25 **Fescina**, Quarto (Naples) – €15,000 for the rescuing and enhancement of a Roman-era funerary monument of what is a rare type in the western Mediterranean.
- 26 **Courtyard in Mica Aurea**, Rome – €8,000 for the regeneration and enhancement of the courtyard within the Complex of San Cosimato, in the Trastevere district. An oasis of peace and culture in the heart of the capital.
- 27 **Museum of San Cassiano di Controne**, Bagni di Lucca (Lucca) – €8,400 for the new multimedia installation at the museum, which contains the wooden sculpture of Saint Martin on horseback, attributed to the great 15th-century master Jacopo della Quercia.
- 28 **Grotte del Caglieron**, Fregona (Treviso) – €30,000 for the enhancement of the visitor route at the evocative caves excavated by the Caglieron River. A small museum section has also been set up at the visitor center.
- 29 **San Miserino**, San Donaci (Brindisi) – €5,000 for the enhancement of the archaeological area around the temple of San Miserino, one of the oldest early-Christian places of worship.
- 30 **Tempio Internazionale del Donatore**, Valdobbiadene (Treviso) – €12,000 for the restoration of the 15th-century Venetian-school wooden cross.
- 31 **“Maria Lai” Open-Air Museum**, Ulassai (Oristano) – €24,000 for the restoration of the Muro del Groviglio, a work by Maria Lai, which required urgent intervention and which addresses the value of art and the danger of hydrogeological instability.
- 32 **Antegnati organ, Duomo vecchio**, Brescia – €10,000 for the conservative restoration of the highly refined Renaissance-era instrument, a fruit of the exceptional skill of the greatest Italian family of organ-makers.
- 33 **Basin of the Rio Grande**, Amelia (Terni) – €19,000 for the upgrading of the history and nature trail through the park.

**The first, decisive step in spreading a culture of respect for, and protection of, Italy's heritage**

### Educational projects

In 2023, FAI offered all schools the educational program called *At School in the Landscape*, at Landscape School, with two objectives: to support teachers in coming up with ideas in the field of "Civic Education," through interdisciplinary materials and initiatives involving the students directly, and to promote a protective, caring attitude, inspired by an awareness of the value of the landscape as an embodiment of the heritage of history, art, and nature, raising youngsters' awareness about it so that they may develop an open, unprejudiced vision of heritage, based on a knowledge and an understanding of the past.

■ **Course for teachers and students: *Environment? Everything That Surrounds Us***

As an organization accredited for training by the Italian Ministry of Education, FAI involved **20,000 teachers and students** in an exploration of the Italian landscape through webinars and learning platforms. The Landscape in Motion competition allowed the classes to explore their local area, putting the theory they had learned into practice.

In 2023, FAI organized a new **investigation geared towards high-school teachers and students**, allowing them to build up an overview of the perception, understanding, and sensitivity to be found in schools in relation to the landscape and to environmental issues, in this transformative moment for all of us.

■ **Apprentice Tour Guides and FAI Days for Schools**

During the 12th edition of the **FAI Days for Schools**, the FAI Delegations opened 224 sites across 17 Italian regions, engaging with **28,672 students**, who participated in exclusive visits to discover their local area, led by their peers serving as Apprentice Tour Guides.

The total number of **Apprentice Tour Guides** trained during the year was **31,387**, of whom 17,190 for the FAI Spring Days and 8,324 for the FAI Autumn Days.

■ **Educational activities at FAI Properties**

The activities FAI offers to **classes visiting the properties** are based on a proactive, workshop-based teaching method, customized to match the age of the students. The visits afford the opportunity to complement class-based learning with some hands-on experience of history and nature, but also of archaeology, design, ecology, and sustainability. In 2023, **69,387 students** participated in educational activities at FAI properties.

At the end of December 2023, **1,942 classes** had signed up to work with FAI.

“It was a fantastic experience that allowed us to understand the pros and cons of our part of Italy.”

*The students of Class III C at the middle school in Succivo (Caserta)*

**In-person trips and virtual tours to discover new routes and special places**

### Cultural trips

New exhibitions, just-completed restorations of works, regenerations of urban districts and local areas, FAI's new acquisitions, and the requirements of travelers – all of the above stimulate in us and in our experts the desire to get ready for new trips, which are useful for educating our members and, thus, for supporting FAI's activities. Study, experience, and curiosity are the ingredients that go into the planning of the themed itinerary which, in addition to the more technical aspects, must match the context in order to put the participants at ease and allow them to enjoy the most engaging and culturally satisfying experience.

2023 saw the return of mid-range journeys: we organized a total of **38 trips** (including 4 treks and 4 musical trips) on which **603 FAI members** (+26% vs 2022) participated. We traveled through Italy, Europe, and even Africa, visiting Algeria for the first time and making our way along the Nile, accompanied by an Egyptologist on board a traditional boat, stopping off in places not accessible to large groups.

In 2023, we also held **18 cultural webinars**, as part of the initiative known as the *Grand Tour from the Comfort of your Sofa*, led by the experts normally in charge of our trips. This concept, created during the pandemic to compensate for the impossibility of traveling, remains a fascinating, up-to-the-minute solution, and is an excellent tool for raising awareness even of those members of the public who for various reasons cannot participate in the trips themselves.

One of the numerous workshops for students that FAI organizes during the course of the year



## FAI oversees FAI's approach to environmental sustainability

**A cornerstone of our mission, today more urgent and essential than ever**

**C**aring for special places for present and future generations is one of the cornerstones of FAI's mission. Faced with the environmental, social, and economic emergency generated by global warming – which has increased markedly over recent decades – within FAI, the commitment to combating on several fronts a crisis that has gone global and which threatens human civilization and all living things on Earth, continues to grow. Climate change, water crisis, soil consumption, and loss of biodiversity are the tangible representations of the disequilibrium caused by mankind's presence on the planet. What we are living through is the result of a failure to implement a necessary change of pace in relation to these issues on the part of institutions and governments but also of individual citizens. This failure is also the consequence of a cultural vision, which for two centuries has separated Nature from History, Science from Culture, and the Environment from Mankind. Changing this attitude demands a **shift of cultural vision**, starting from a redefinition of the **Environment as a human Environment**, being the upshot of a co-evolution of Nature and human beings, which has been extraordinarily constructive over the millennia, but increasingly destructive over recent centuries. **FAI intends to contribute to this change**, which must be based – even more than on action – on **education**, with a view to fostering a multidisciplinary culture that encompasses both the natural and the human sciences. In this context, FAI is adopting a systematic approach to environmental themes, which is leading to the search for strategies to enhance the impact – environmental, but also social and cultural – of FAI's activities as a whole.

### **The properties as sustainability workshops**

FAI's properties thus become workshops in which to experiment – amid innovative technologies, on the one hand, and strict historical-architectural constraints, on the other – with new approaches to the planning, management, and enhancement of this content. Moreover, the properties also become **promoters of best practices**, in the increasingly embedded awareness that every action, big or small, can have a demonstrative and educational significance.

### **Sustainable behavior: educating on sustainability**

**For purposes of sustainability**, FAI applies the **maximum possible level of innovation to historical monuments and landscapes**, without neglecting the **traditional practices** of the domestic economy, which are often shown to be equally effective and of even higher educational value. To cite one example, wherever possible, we keep the thermostat in the properties set at 17°C, with the lights off during the day, not just to save energy but because historic residences are not only museums but also homes, and this is what their historic owners would have done, opening the windows and closing the shutters in the summer, rather than turning on the air conditioning.

**Informative signs** on FAI's sustainable behavior have become part of the visitor routes in FAI properties to inform the public on FAI's best practices, stating what it has achieved, either through restorations or just through simple everyday practices.

The ancient Portugal orange located within the Giardino Pantesco Donnafugata in Pantelleria, a FAI property since 2008

### The Environment is an environment: new narrative spaces in the properties

In its properties, FAI has set aside spaces in which to describe the Environment in accordance with FAI's particular definition of it – i.e. as an interweaving of Nature and Culture. Starting from the description of the specific environment that surrounds the property on which the narrative is based – through the interpretation of the historical evolution of the local area, right up to its modern-day situation – and based on general principles (what the Environment actually is, and how it has been transformed over the centuries), FAI explores the causes and effects of the environmental crisis that is threatening the planet. In doing so, FAI stresses its **tangible commitment** to the safeguarding and conservation of the Environment and highlights, for the benefit of those visiting its properties, a number of 'sustainable' behaviors designed to provide a form of new civic education. The first storytelling space was created in 2022 at Villa Necchi Campiglio, in the center of Milan, which was followed in 2023 by the setting up of a similar space at the Villa dei Vescovi, near Padua. These will be followed by the Parco Villa Gregoriana (Rome), the Abbazia di Santa Maria di Cerrate (Lecce) and the Giardino della Kolymbethra (Agrigento).

### Environment and Landscape Emergency

In 2023, various environmental emergencies were flagged up, including the proposal for a new cargo area at **Malpensa airport**, which if it goes ahead will see 44 hectares of moorland within the Lombard regional park of the Ticino – an enormous, ecologically important area – being entirely paved over. In 2023, the VIA Commission resolved to **reject the expansion proposal**, noting, however, that other solutions – already envisaged in the study – are possible and would be able to deliver an increase in the operating capacity of the airport, without loss of soil. The commission thus accepted the proposals made by FAI, as also put forward by various local bodies and other associations.

### Environment and Landscape Policies

At various sites, FAI intervened to focus the attention of the political world and the legislature on the urgent requirement to issue the **Implementation Decrees** set out in **Legislative Decree No. 199 of November 2021**; a measure that is necessary in order to proceed with the **identification of suitable areas** for the creation of industrial-scale plants for the generation of energy from renewable sources. The conflict between the unavoidable energy transition and the protection of the landscape has no reason to exist, there can be no conflict between two equally important priorities; as such the implementing decrees are essential to reach the dual objective of increasing renewable energies while also protecting the landscape.

### The campaigns to raise awareness and increase understanding

A new section of the FAI website focuses on the campaigns to raise awareness and increase understanding on the issues of the environment and the landscape: [www.ambientefai.it](http://www.ambientefai.it). FAI's positioning vis-à-vis the main environmental issues – the crises affecting the climate, the water, the soil, biodiversity, and agroecology – leverages its tangible experience on the



Above: Podere Case Lovara at Punta Mesco, Levanto (La Spezia), a FAI property since 2009

salvaging, management, and enhancement of our properties. With its awareness-raising campaigns, FAI offered up a new narrative of the environmental crisis; one that is capable of reaching as wide an audience as possible. FAI chose to talk about the environment starting from the description of the tangible and intangible cultural heritage, and the concrete actions that we are taking in the properties and in the local areas, allowing the public to get up-close with the environmental crisis in their own lives and familiar places. We covered actions large and small, from technical and technological interventions to best practices in terms of conduct, dealing with the crisis itself but also the innovations that are being deployed to combat and overcome it, communicating our commitment to involve the public so that they can draw inspiration from our actions to enhance their own lifestyle.

#### ■ #FAIperilClima (FAIfortheClimate)

Launched in autumn 2021 – in conjunction with COP 26 – the FAI campaign to raise awareness of the issue of **climate change** is now in its third edition. As in previous years, FAI once again worked hard to keep the public focused on the United Nations' Conference of the Parties on climate change, through the publication of articles on the progress of the negotiations at **COP 28 in Dubai**, and interviews providing commentary on, and interpretation of, the works, as well as updates and posts on its social media channels. On November 21, a live webinar was staged at Casa Bortoli, in Venice, titled **Climate Time** and featuring experts discussing the "timescales" of the climate crisis, covering its

economic, political, and social aspects. The website page on the #FAIperilclima campaign has been enriched with new content, including both written and video interviews. In the fall, a **new series of visits to the properties** was held, with 16 dates spread across two weekends (November 4-5 and 11-12), with 10 high-profile experts taking part in addition to a total of 327 participants.

#### ■ #FaiBiodiversità (FAIBiodiversity)

The campaign was launched in October 2022 **on the occasion of COP 15 in Montreal**, in response to the United Nations' call to "Build a shared future for all life on Earth." The campaign also provided an opportunity to systematize all of the tangible actions to protect biodiversity that FAI carries out at the properties. Particular attention was paid to the FAI's woodlands, given its **membership of the Forest Stewardship Council** in Italy, with a view to implementing policies for the sustainable management of these particular ecosystems. In conjunction with World Biodiversity Day on May 22, the **first edition of "Walks in Biodiversity"** was held – an initiative through which we wanted to describe everything from the numerous ecosystems at our properties, to our studies and protection activities, as well as the value but also the associated problems and environmental impacts, thus raising the public's awareness of the importance of protecting the biodiversity of these local areas. The "Walks" were held at 18 properties, with 15 experts in attendance alongside more than 240 participants.

#### ■ #Salvailsuolo (SavetheSoil)

Geared towards making the public more aware of the value of this non-renewable resource, which is at once a source of food, a filter, a water supply, a site of biodiversity, a store of memory, and a cornerstone of the natural landscape, the #salvailsuolo campaign was created to fulfill the **requirement for a regulatory framework** dedicated to safeguarding this important resource, given that it is still unprotected by the Italian legal system.

#### ■ #Salvalacqua (SavetheWater)

The issues of water – a scarce, precious resource for ecosystems, communities, and the landscape – and water management are becoming more and more important. Based on its own experience at the properties in relation to the virtuous management of water as a resource, FAI implemented an **awareness-raising campaign** on the theme of the saving, reuse and recovery of water. The dedicated page on this issue was updated with a focus on the FAI properties.

#### ■ #ColtivareilPaesaggio (CultivatetheLandscape)

The campaign on the rural landscape and farming was created on the occasion of FAI's 27th National Conference, titled **Let's Care for the Landscape by Cultivating it**, held in Viterbo in 2022. Starting from a description of the great variety and uniqueness of the numerous rural landscapes of historical and cultural interest managed by FAI, the campaign aims to raise awareness on the issue of the environmental and cultural challenges in this important sector. Faced with the negative impact of intensive farming and with the environmental crisis, it is essential to **rethink the dominant agricultural paradigm**, adopting practices that can ensure the production of food while at the same time maintaining the health of the ecosystems.

FAI's aim, then, is to **cast the spotlight on agroecology**, which is at once a science and a technique/practice that is geared towards combining the

production of food with the sustainable management of natural resources. And it cites as examples its own properties, which encompass a wide variety of rural landscapes of historical and cultural interest, with ancient farming techniques, as well as "mixed" rural landscapes, being those that include various crops (as opposed to the now very widespread industrial monocultures) and contribute to the creation of a highly valuable mosaic of landscapes.

### FAI's commitment to a sustainable future

FAI works pro-actively to reduce its own environmental impact and to promote sustainability across all of its activities. These actions are an integral part of its mission, which sees it aiming not only to preserve the environment and the landscape, but also to enhance the quality of life of those who live there. In 2021, FAI launched a program of ecological transition that has taken shape over the past two years, taking as its starting point the definition of five areas of intervention: **mitigation of, and adaptation to, climate change; saving, recovering and recycling water; safeguarding biodiversity; and green procurement within the circular economy.**

In 2022, FAI began to implement a procedure to analyze these five areas, with ongoing, accurate monitoring of its consumption.

#### ■ Mitigation of climate change: towards a reduction of the CO<sub>2</sub> equivalent emissions (CO<sub>2</sub>-eq)

To reach this objective, FAI is working to implement **policies of environmental sustainability** based on the saving of energy and the generation of energy from renewable sources. FAI's asset base is constituted by assets under constraint: historic buildings, villas, castles, gardens, and natural areas, all of great historic value, in which the operations to increase energy efficiency require particular care and respect for the context in which they are carried out. However, this limit can also constitute an opportunity for testing out innovative solutions, demonstrating how even in historic properties it is possible to work to reduce the use of fossil fuels and greenhouse gas emissions. In 2023, FAI conducted an in-depth analysis of the CO<sub>2</sub>-eq emissions generated by all of its activities: starting from a report on the carbon footprint of all its properties, by means of the identification and classification of the main sources of emissions, FAI defined **objectives to reduce emissions over the medium to long terms**, with a view to decreasing markedly its own impact.

FAI has set itself the ambitious **objective of reducing its own CO<sub>2</sub>-eq emissions by 35% by 2030, and of reaching carbon neutrality by 2040.**

During 2023, new projects in the properties contributed to implementing this strategy: at **Palazzo Moroni** in Bergamo, new, more efficient lighting systems were installed, while at **Villa Necchi Campiglio** in Milan the previous heat pump was replaced by a new, more efficient model, and a new pump was also installed at the **Castello di Avio** in Sabbionara d'Avio (Trento).

In accordance with the landscape restrictions on the properties, FAI intends to deploy as often as possible, where feasible, systems that generate energy from renewable sources. In addition to the projects at **Podere Case Lovara at Punta Mesco** in Levanto (La Spezia) – 46 photovoltaic panels and 4 solar



The Giganti della Sila, Spezzano della Sila (Cosenza), a property under concession to FAI since 2016

thermal panels – and at the **Alpe Pedroria e Madrera** in Talamona (Sondrio) – 5 photovoltaic panels to meet the energy needs of the main mountain hut – projects have been launched at **Monte Fontana Secca** in Quero Vas (Belluno) and at **Villa Rezzola**, which will be completed in 2025.

#### ■ **Adaptation to climate change: towards greater resilience**

Having been badly affected by the extreme weather in Italy in the spring and summer of 2023, FAI is laying the foundations for a process of adaptation to climate change, both through a better understanding of the risks to which its properties – and, therefore, also the local areas of which they form part – are exposed, and through the definition and consequent implementation of measures geared towards protecting them and making them more resilient. Numerous projects have already been implemented against this backdrop: in Liguria, for example, FAI has worked synergically with the municipality of Camogli and the Park of Portofino to combat significant hydrogeological instability in the village and at the **Abbazia di San Fruttuoso**, but also at **Podere Case Lovara** at Punta Mesco, again in Liguria, with the project to salvage the abandoned farm, and in the Lazio region at **Villa Gregoriana** (Rome), with major maintenance works intended to shore up the slopes and mitigate the hydrogeological risks. More recently, in the late spring of 2023, an unexpected and violent flood of the Tescio River in Assisi caused considerable damage to the **Bosco di San Francesco**, but the cultivated areas and the grasslands, serving as an overflow basin, protected the inhabited sections further down from the fury of the water.

#### ■ **Saving, recovering and recycling water: towards the reduction of the water footprint**

In terms of its water footprint, FAI has set itself the objective of **reducing water consumption at its properties by 20% by 2030**, thanks to a reduction in waste, as well as the use of non-potable water for all possible applications, and the deployment of time-honored and innovative technologies for the recovery and reutilization of rainwater and waste water. During the restoration of its sites, FAI always sets itself the objective of achieving highly efficient management of the water cycle, first and foremost by reinstating the existing systems for the provisioning, management, and collection of rainwater. The recovery of these traditional systems is often complemented by state-of-the-art technologies, which make it possible to intervene in the least invasive way possible, respecting the architectural and historical context in which the properties are located: so far, **52 cisterns (both old and new)** have been surveyed, with a view to collecting rainwater and reducing the use of potable water, for purposes of irrigation, decoration (fountains) and fire-fighting. They are **found across 15 properties**, and **34 are currently working**.

In 2023, FAI began to **measure its own water consumption** in the hope of identifying a series of activities to enable the fulfillment of the objective of reducing water consumption. The analysis, conducted on a sample of 44 sites owned or under concession to FAI (2019 data), was then supported by a cycle of audits on certain properties: the Castello di Masino (Turin), Palazzo Moroni (Bergamo), and Villa del Balbianello (Como), which had been identified as those sites with the highest consumption levels.



■ **Protection of biodiversity**

FAI's properties play host to a **multitude of ecosystems**, from high-altitude alpine pastures and woodlands at various latitudes, to Mediterranean maquis along the coasts and humid zones at the salt works, as well as city centers and peripheries. FAI's objective is to guarantee that 100% of the natural and semi-natural areas it looks after **adhere to certain quality standards**; for pursue this result, FAI is working – in partnership with the University of Insubria and Oikos – on the **definition of guidelines** for the protection, management, and enhancement of biodiversity at its properties. The document aims to identify the elements that will enable an objective evaluation of the current situation, in addition to the actions necessary to reach the requested standard.

At the properties, a variety of actions are being implemented to safeguard biodiversity, including the siting of **14 apiaries across Italy – home to a total of 185 beehives** – on the basis of a series of agreements with local beekeepers. In addition, FAI also cultivates nectar-producing flowers, with certain areas left as meadows, where bees, butterflies, and bumblebees can find shelter and nutrition. At Casa Macchi, at the Monastero di Torba and at Villa Della Porta Bozzolo, all in the province of Varese, we welcome and protect swifts thanks to the **overhaul of 14 swift towers**, taking in a total of 400 nests, of which 180 are currently used in the breeding season. We also monitor a badger colony at Palazzo Moroni (Bergamo) and we host, at Villa Panza (Varese), the University of Insubria's **"Selvaticittà" project**, a study on the red squirrel in the urban environment.

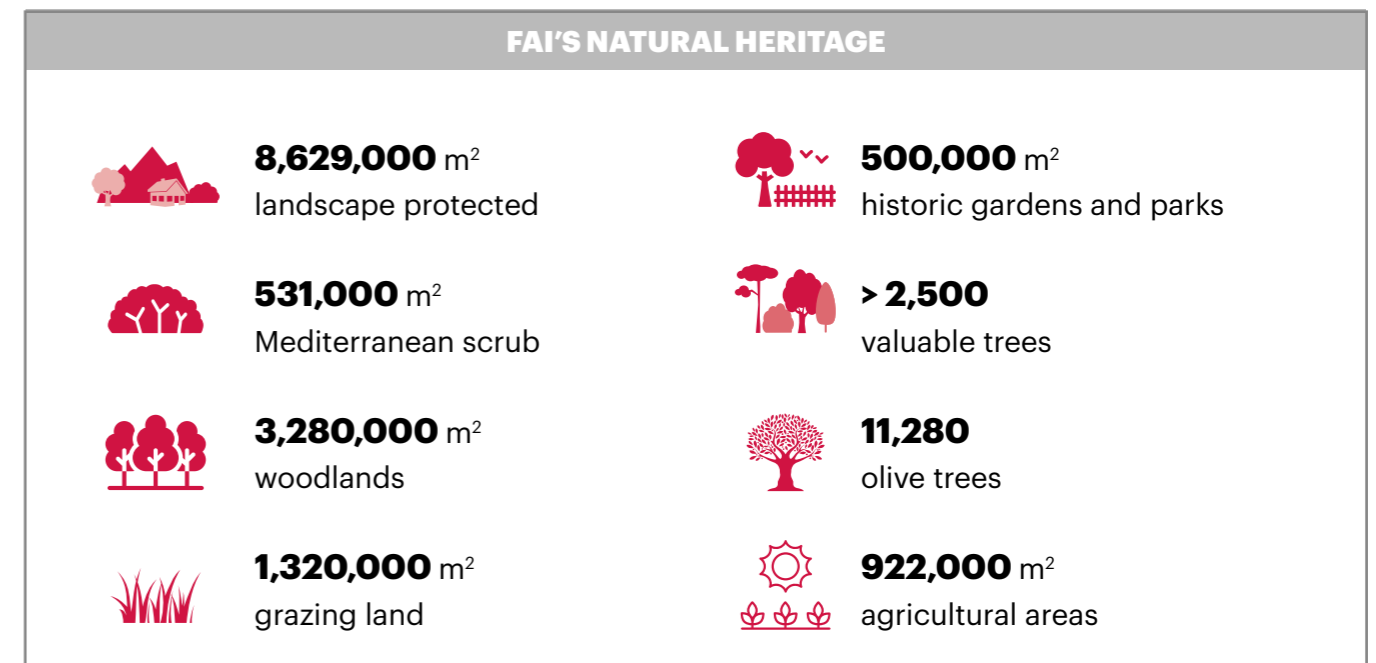
With Villa Caviciana (Viterbo) coming under the FAI umbrella, the quantity of woodland that FAI owns has increased by 34 hectares, making a total of 328, in addition to more than 50 hectares of Mediterranean scrubland: a wealth of natural heritage in which the commitment towards the landscape complements that towards the environment. 2023 saw the completion of

the **surveying of FAI's woodlands**, with a profiling of the different types; an essential starting point from which to set a strategy for their sustainable management.

■ **Green procurement: towards a circular economy**

In 2023 FAI explored the issue of green procurement, introducing its principles within the organization. Based on the analysis of the 18 ministerial decrees containing the **Minimum Environmental Criteria** for provisioning and contracting, intended to steer the procurement choices made by public bodies towards those goods and services that have the lowest environmental impact, FAI has identified 13 minimum environmental criteria. Thus far, 7 of them have been applied: interior furnishings, paper, printer cartridges, landscaping, events, detergents, and purchasing or leasing of printers.

Through the mapping of the goods and services purchased by FAI, we have been able to evaluate which environmental criteria were already satisfied and to insert any missing criteria into the orders and the internal organizational infrastructure. To facilitate this activity, **guidelines for each minimum environmental criteria** have been drafted, along with a checklist to be compiled for each purchase, on the basis of which it becomes immediately clear which environmental criteria have been satisfied and to what extent.



# Fundraising

**More and more Italians rely on FAI for protection of, and access to, Italy's heritage of art, history, and nature**

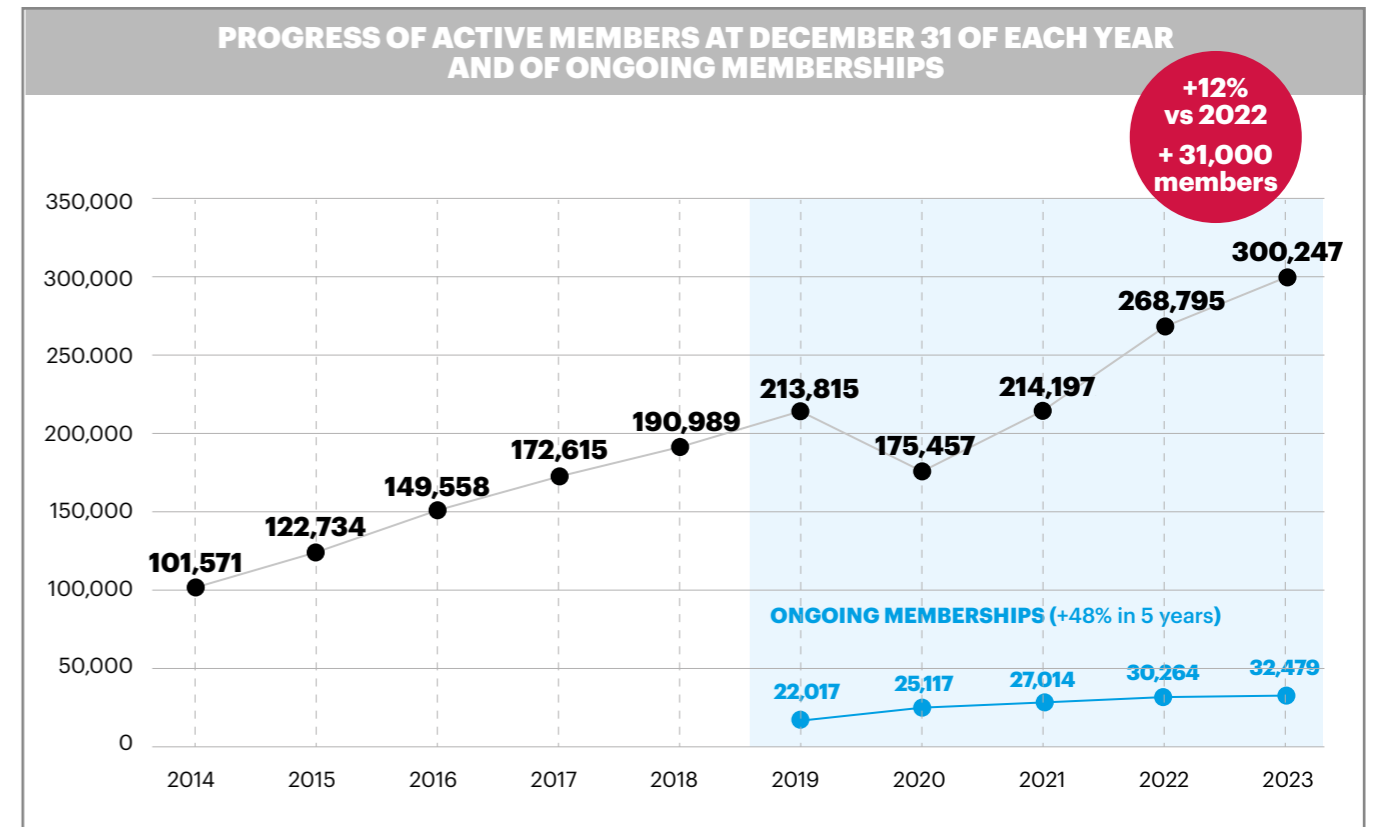
## Individual contributions

Individuals, companies, bodies, and foundations support FAI's mission with trust and passion. Every single contribution has helped to make the difference, allowing us day in, day out, to protect Italy's heritage of history, art, and nature, and to protect a plethora of extraordinary places across the country. In 2023, FAI raised **€32,830,464** from individuals, amounting to **69%** of the total annual income.

## Membership and contributions

In 2022 there were **300,247 active members**: +12% on 2022 and in line with the target set by the 2021-2023 Operational Plan. In financial terms, the **increase was 10%** (€7,643,668 compared to €6,952,349 in 2022).

There were 143,746 new members (+9% vs 2022). The **number-one membership channel** was online (47% of the total), followed by the **properties** (31%), and then events organized by the network across the country (20% of members), particularly during FAI Days. In terms of renewals, the increase was 14% with respect to the 2022 figure. In addition, **26% of those renewing** their FAI membership in 2023 (13% of the total of active members) did so by **direct debit**.



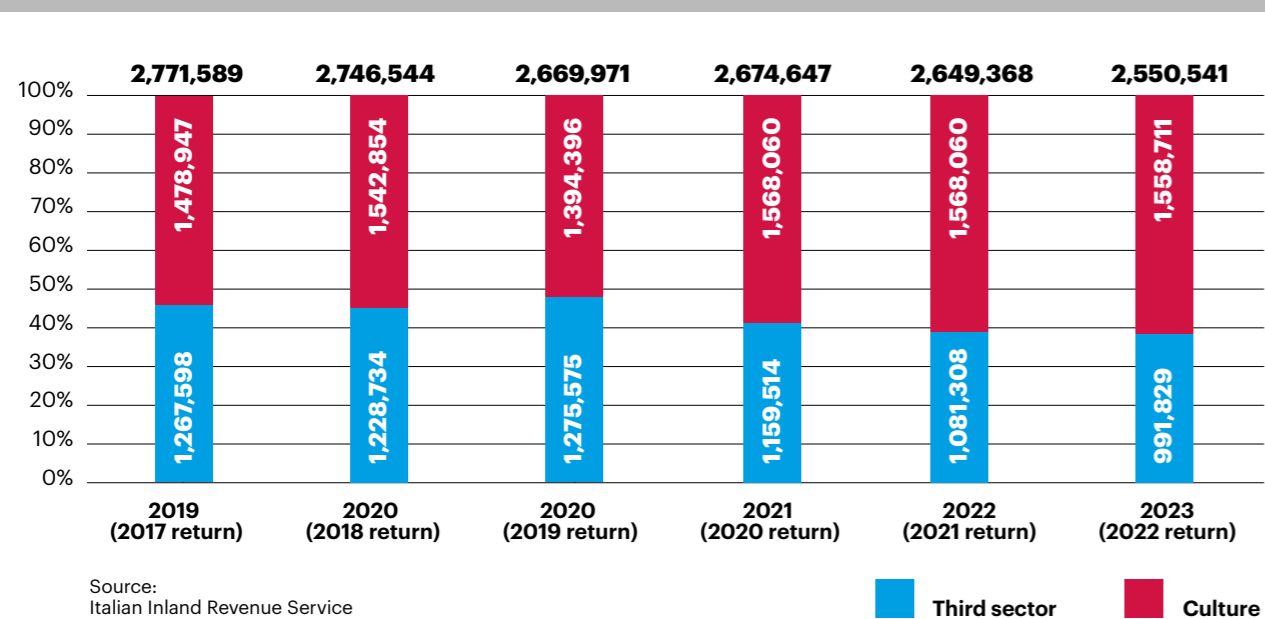
In 2023, FAI raised **€2,550,541** in contributions relating to the **5x1000** program (Italy's income-tax scheme) from 2022 tax returns on 2021 incomes, with a total of **36,657 selections**.

Through the box "Financing of Third-Sector Activities," a total of **€1,558,711** was collected thanks to 17,862 selections, ranking FAI first among eligible beneficiaries. The contribution went towards the restoration and maintenance costs of a number of properties, and the management costs of those open to the public, as well as towards educational services and the organization of events and exhibitions.

From the box "Support for Third-Sector Organizations," thanks to 19,095 selections made, we raised **€991,829**, which went towards the operating costs of the properties open to the public, the head office and local offices, and the purchase of the goods and services needed to carry out FAI's institutional activities.

For the period running until 2025, we have set out **numerous projects that will be implemented thanks to the funds from the 5x1000 program collected in 2023**: many of these interventions have already begun and require final financial coverage; others have become necessary as a result of the damage that our properties are incurring due to climate change. For example, we will complete the planting of trees on the terraces of the Abbazia di San Fruttuoso in Camogli (Genoa). At Palazzo Moroni in Bergamo we will plant out new trees to take the place of those that are dying, which in turn will be used for educational purposes. In southern Italy, we will finish the works to make the Casino Mollo – within the nature reserve of the Giganti della Sila (Cosenza) – usable by the public.

CHART OF TOTAL 5X1000 INCOME SUBDIVIDED BY BOX



# Public fundraiser statement

## FAI Spring Days and RAI-FAI Culture Week March 2023



### PURPOSE OF THE "FAI SPRING DAYS" EVENT

The purpose of the event was to raise awareness of, and funds for, FAI's corporate objects, by opening to the public more than 750 places in 400 towns and cities over the weekends of March 25 and 26 thanks to FAI's volunteers.

### PURPOSE OF THE "RAI-FAI CULTURE WEEK"

The purpose of the campaign is to raise funds for the conservation and maintenance of FAI's properties, to keep them open to the public, to deliver nationwide educational initiatives, and to safeguard the landscape.

### RESULTS OF THE FUNDRAISING OPERATIONS

The funds raising campaign was promoted through:

- publicizing the events thanks to free advertising space (TV/radio/press)
- TV features within the RAI, Mediaset and LA7 schedules
- FAI Spring Days held in the squares of towns and cities
- web/online marketing

### USE OF THE RESOURCES

The funds raised from these initiatives, totaling **€1,394,230**, net of costs, were used to pursue FAI's objects; specifically for the conservation and maintenance of properties open to the public.

INCOME (in euros)	
Donations by individuals	1,183,328
Donations by public bodies	57,191
Donations by banking foundations	11,200
Event sponsorships	470,350
<b>Total income</b>	<b>1,772,069</b>
EXPENDITURE (in euros)	
Communication costs	-213,873
Dedicated personnel costs	-99,144
Security costs	-14,822
<b>Total expenses</b>	<b>-327,839</b>
<b>NET RESULT</b>	<b>1,394,230</b>

## Visit to the Botanical Garden and the Lincean Academy in Rome May 2023



### PURPOSE OF EVENT

To raise awareness of, and funds for, FAI's objects, and specifically for the enhancement, care and management of Parco Villa Gregoriana in Tivoli (Rome), by opening to the public on May 24, 2023, the Botanical Garden and the Lincean Academy in Rome.

The fundraising campaign was promoted by:

- activities of the FAI Rome Delegation and the FAI Maremma Group
- online communication
- gala evening at the Botanical Garden in Rome

### RESULTS OF THE FUNDRAISING OPERATIONS

The total amount collected of **€141,705** was made possible thanks to:

- donations from individuals: **€75,207**
- donations from private bodies: **€66,498**

### USE OF THE RESOURCES

The funds raised, amounting to **€49,827**, net of costs, were used to pursue FAI's objects and in particular for the restoration of the wall of Grand Tour commemorative plaques at Villa Gregoriana a Tivoli (Rome).

INCOME (in euros)	
Donations by individuals	75,207
Event sponsorships	66,498
<b>Total income</b>	<b>141,705</b>
EXPENDITURE (in euros)	
Communication costs	-714
Dedicated personnel costs	-3,501
Installation costs	-71,844
Other costs	-15,819
<b>Total expenses</b>	<b>-91,878</b>
<b>NET RESULT</b>	<b>49,827</b>

## FAI Autumn Days and FAI October Campaigns October 2023



### PURPOSES OF THE "FAI AUTUMN DAY" EVENTS

To raise awareness of, and funds for, FAI's objects, by opening to the public more than 700 places in 350 cities on October 14-15, thanks to FAI's volunteers.

### PURPOSE OF THE FAI OCTOBER CAMPAIGN

To raise funds for the conservation and maintenance of the properties protected by FAI to keep them open to the public, to deliver nationwide educational initiatives, and to safeguard the landscape.

### RESULTS OF THE FUNDRAISING OPERATIONS

The fundraising campaign was promoted through:

- TV features within the RAI, Mediaset and LA7 schedules
- FAI Autumn Days public events
- web marketing and online communications
- raising funds from partner companies

### USE OF THE RESOURCES

The total amount raised was **€1,061,450**, made possible thanks to:

- donations from individuals: **€726,392**
- donations by private and public bodies: **€335,058**

INCOME (in euros)	
Donations by individuals	726,392
Donations by public bodies	72,158
Donations by banking foundations	16,300
Event sponsorships	246,600
<b>Total income</b>	<b>1,061,450</b>
EXPENDITURE (in euro)	
Communication costs	-243,074
Dedicated personnel costs	-17,205
Security costs	-13,072
<b>Total expenses</b>	<b>-273,351</b>
<b>NET RESULT</b>	<b>788,099</b>

**Caring for special places at a distance so that they may live forever**

**Large donations and adoptions**

In 2023, FAI raised **€2,557,414** from Italian and foreign donors who chose to support it in order to preserve Italy's landscape and cultural and artistic heritage. **More than 6,000 FAI Supporters, Special Members, and Custodians of Beauty** once again offered more than the standard amount, representing a significant contribution to fundraising from individuals. Considerable support was also provided by those who supported the Artbonus and Every Gesture Counts campaigns: these passionate, far-sighted individuals want to make a better Italy that they can enjoy and see grow for future generations.

Substantial funds were received from historical allies of FAI, including the **Deutsche Post Foundation**, the **Pomara Scibetta Foundation**, the **Ludovico degli Uberti Foundation**, and the **Rocca Foundation**.

**Gestures to remember and be remembered, as an example for the present and for the future**

**Endowments, bequests and commemorative donations**

In 2023, the generosity of those who decided to make a tangible difference by supporting FAI's mission – by making bequests, leaving life policies, adopting properties, or making donations in memory of loved ones – was very significant, making it possible to raise a total of **€2,660,857**.

Over the course of the year, **17 wills were received**, making donations large and small to safeguard FAI's properties, in line with the significant increase in number already recorded last year with respect to the past. Specifically, four testators named FAI as their sole heir. They were complemented by all those who left money to FAI in their wills: **Alberto Mazzei**, the ultracentenarian **Nirka Vablais**, **Massimo Guerreschi**, and **Alessandra Galbussera**, who left FAI a substantial sum in securities. For her part, **Clotilde Ceriana Mayneri** left FAI the furnishings, collections and jewelry in her apartment in Turin.

Similarly praiseworthy was the munificence of testators who bequeathed real estate to FAI, affording the opportunity for rental: **Marina Gavagnin**, who left FAI the income of the sale of her house in Venice; **Renata Dolci Franceschi**, who donated a large retail unit used as a bookstore in Rimini; and **Nicola Valenziano** from Milan, whose gift benefited several of the city's cultural institutions. In addition, we recall **Giuseppe Metri**, a Supporter and regular frequenter of FAI's activities, who had already donated his large villa while still alive and who also generously made a bequest to FAI in his will. Last but not least, **Enrico Salice** left land in Voghera to FAI in his will.

FAI was named as the beneficiary of two important life policies from **Bianca Girardi**, a doctor in Rome, and **Iolanda Granata** of Milan, a member since the earliest days of FAI. It also received a number of commemorative donation and adoptions, which were allocated to ongoing restoration and conservation projects at its property. These included the contribution of **Licia Testabruna** in memory of her cousin Claudio Fassi, that of **Chiara Ribaga** in memory of

*“Works of art are everywhere around us. I find the work of FAI really exciting, because it breaks my heart to see our ‘treasures’ abandoned, and being able to contribute to protecting them fills me with joy and satisfaction.”*

*Andreina, a FAI member since 1999*

her cousin Josie, and that of **Nicola Volpi** in memory of his wife Stella, and his sister Carlotta.

Below, the dedication on one of the commemorative FAI benches

FAI can also count on numerous testamentary promises and life policies that it will receive in the future.



After a long break, 2023 saw the reactivation of the **training program for professionals**, launched in 2014 and coordinated by an advisory committee of legal experts. The program – **Inheritances and Donations Today: Tradition and Innovation** – was delivered at Villa Necchi Campiglio in Milan and welcomed lecturers from various Italian universities, who addressed the theme in light of the socio-economic changes Italy has undergone and the new Code on Inheritances and Donations, compiled by Prof. Michele Sesta, who was in attendance. The event benefited from the participation of **more than 200 professionals**, including notaries and lawyers, who earned training credits that are valid for the training requirements of the relevant professional orders.

Numerous companies in Italy choose FAI as an ally for social growth and community development

## Corporate contributions

2023 was a year of great achievements, with over 600 companies supporting FAI; the total amount of **€7,622,539** (+8% vs 2022) accounting for **16%** of total funds raised. This vital, ever-increasing input has supported FAI on its mission to care for and enhance Italy's heritage, and in its commitment to environmental protection.

Important **institutional partnerships** were confirmed and renewed, and contributions were strengthened to support the **major national events** and the **calendar of events at the properties**, thanks in part to the establishment of new collaborations. In particular, the **restoration of Palazzo Moroni** in Bergamo – a property fully open up to the public by November 2023 – benefited from the contribution of numerous companies.

The business world is increasingly seeing FAI as a reference partner with which to build **co-marketing operations** and large-scale communication initiatives associated with environmental sustainability. At the same time, collaborations such as those for the Christmas corporate fundraising campaign – through which companies express their support by gifting to stakeholders all manner of products and experiences relating to the properties – generated excellent results. A great deal of interest was shown in corporate volunteering: during the year a full **22 days** were dedicated by our supporters' employees to the maintenance of our gardens.

Extraordinary results were also achieved by the **Corporate Golden Donor** membership program, the annual support formula that allows companies to integrate a commitment to culture and the environment into their social responsibility and sustainability strategies. In 2023 the program delivered a record result of **487 members**, raising more than **€1,558,860** (+23 vs 2022) for FAI's institutional activities, consolidating the growth trend of recent years. The **loyalty rate of companies** renewing their support was also very high, coming in at **82%**; a positive sign, further confirmed by the 34 organizations that celebrated 10 or 20 years of partnership with FAI. 88 companies chose to support FAI's Corporate Golden Donor program for the first time.

In addition to the membership fee, many companies also made significant contributions, amounting to **€388,703**, for use on projects for the maintenance and cultural enhancement of FAI Properties and for communication initiatives.

Generous patrons and virtuous companies, consistently supporting FAI

## I 200 del FAI

I 200 del FAI ("FAI 200") group of donors support the Recapitalization Fund, intended to finance directly the heart of FAI's mission: the restoration of the properties that FAI opens to the public, cares for, manages, and enhances, day after day.

In over 30 years, a total of **€19,447,138** has been raised, supporting many

of the major restoration projects. Of this amount, **€505,425** came from the contribution made by the 200 in 2023.

In response to this generosity, FAI reserves for the 200 an exclusive program of cultural initiatives, which in 2023 included: a visit to the still-intact villa of Alessandro Manzoni in Brusuglio (Milan), welcomed by the novelist's descendants; a Venetian tour taking in Carlo Scarpa's Negozio Olivetti, the Procuratie Vecchie restored by David Chipperfield, and the Chiesa dei Frari; and a visit to the Milanese palazzo of Dolce&Gabbana.

Thanks to a network of enthusiastic supporters residing abroad, we even promote Italy's cultural heritage overseas

## International Fundraising

Thanks to a network of enthusiastic supporters living overseas, FAI is promoting Italy's culture heritage even outside Italy. There are many people who love Italy and its cultural heritage, and they come from across the globe to visit the country and generously support FAI's restoration, conservation, and enhancement activities. Accordingly, once again in 2023 FAI worked hard to cultivate overseas relationships with a view to boosting the profile of its efforts to protect its properties and to raising funds to be used for their restoration, achieving a positive result thanks, above all, to significant contributions both from individuals and from international foundations, amounting in total to **€562,660**.

In late 2023, there were three groups helping to spread and support FAI's mission around the world: Friends of FAI; FAI UK – Italian Heritage Trust; and FAI SWISS with its delegation, FAI Suisse Romande.



### ■ Friends of FAI

Thanks to the efforts by **Friends of FAI**, together with FAI's central offices, to redefine the strategic fundraising approach over recent years, highly satisfactory results were achieved in 2023. Alongside private donors, **leading foundations** also chose to support the **Giardino della Kolymbethra** (Agrigento) and the **Velarca** (Como). The customary trip to Italy, with Trieste and Venice as its destinations, was a success in terms of both participation and fundraising.

### ■ FAI UK

In 2023, FAI UK pressed ahead with the work to set strategic fundraising priorities that it had begun in previous years. Major collaborations with prestigious international bodies made it possible to raise awareness of FAI and its properties.

### ■ FAI SWISS

2023 saw a **rich calendar of events** geared towards consolidating the cultural bridge that binds Switzerland to Italy. These events were complemented by the **Apprentice Tour Guides project**, which involved a number of schools in the Canton of Ticino, generating renewed interest in FAI. Moreover, thanks to the addition of ever-increasing numbers of new members and their generous support during the events, FAI SWISS was able to set aside part of the funds raised for the Apprentice Tour Guides project and for certain restoration works at **Villa Fogazzaro Roi** (Como).

### ■ DÉLÉGATION FAI SUISSE ROMANDE

Thanks to a program of cultural activities, in 2023 the Délégation Suisse Romande raised funds that were allocated to the **Giardino della Kolymbethra** (Agrigento), which was the destination for the autumn trip.

**Recognized as an attentive and pro-active partner, FAI can count on institutional and third-sector supporters**

## The contribution of public bodies, foundations and associations

**R**ecognized as an attentive and pro-active partner, FAI can count on institutional and third-sector supporters. In 2023, **funding from public bodies, banking foundations, private foundations, and associations constituted 14% of total income, equating to €5,642,173** (-31% vs 2022).

- Contributions from **public bodies** (local bodies, regions, ministries, the EU) amounted to **€3,753,765**, used to support cultural and educational projects, and restoration and enhancement operations.
- Contributions from **foundations** amounted to **€872,506**. In particular, those from banking foundations (including the ongoing support of the Cariplo Foundation) reached €549,968, and were allocated to cultural and educational projects and to the FAI Days.
- The contributions from **associations** amounted to **€1,015,902**.

One of the main public sources of funding provided to support FAI's institutional activities was the **state** contribution made to FAI by the **Italian Ministry of Culture's Directorate General for Education, Research and Cultural Institutions**, amounting to **€382,000**. This sum was allocated to cover the costs of staging the 27th National Conference of FAI Delegates and Volunteers in Viterbo, as well as organizing sessions on cultural and environmental issues, and conceiving, producing, and distributing the Notiziario FAI, the newsletter sent free-of-charge to around 200,000 contacts all across Italy.

Also noteworthy were the **contributions made to dampen the effects of the increase in energy costs**, assigned by the Directorate General for Museums (€210,000) and Lombardy Region (€70,000). In addition, numerous contributions were made for the FAI Spring and Autumn Days by the **regional authorities of Basilicata, Campania, Lombardy, Piedmont, and Tuscany, and the regional councils of the Marche and of the autonomous provinces of Bolzano and Trento**.

In relation to **EU projects**, a grant was received from the European Climate Foundation for initiatives to raise awareness on the issue of climate change. The contributions allocated to **restoration and enhancement operations** included the following:

- €994,000 for the restoration and enhancement of **Monte Fontana Secca** (Belluno) – **Fund for Neighboring Municipalities**, in partnership with the Municipality of Quero Vas
- €1,235,000 for high-tech operations targeted at the conservation, enhancement, and sustainable use of the **Parco Villa Gregoriana** in Tivoli (Rome) – **Lazio Region**, in relation to the request for applications titled "Research and development of technologies for the enhancement of cultural heritage – DTC";
- €240,000 for preliminary operations on the management and enhancement project for the **Convento di San Bernardino** in Ivrea (Turin) – **Compagnia di San Paolo**.

During 2023, FAI consolidated its relationships with numerous Italian institutions, both nationally and locally, with a view to promoting its operations and developing cooperative initiatives. Nationally, of particular importance were the following collaborations: with the **Ministry of Culture**, to raise awareness of and enhance Italy's cultural heritage and landscape; with the **Ministry of Tourism**, in relation to the promotion of heritage tourism across the country; and with the **Presidency of the Council – Department of Civil Protection** to support for volunteers during the main FAI events.

Moreover, two new partnership agreements were signed: first, with the **Ministry of Education**, to promote a greater focus in schools – through information and training initiatives – on discovering and protecting the country's historic and artistic heritage and landscape; and second, with **Puglia Region's Department of Tourism, Cultural Economics, and Regional Enhancement**, in order to promote and exploit the regional cultural heritage as fully as possible.

## I 200 del FAI

I 200 del FAI ("the FAI 200") are a select group of people and organizations that are sensitive to cultural values and have an interest in the conservation of Italy's historic, artistic, and natural heritage. Since 1987, they have made a crucial contribution to increasing FAI's recapitalization reserve and supporting important initiatives and restoration projects at the properties that FAI protects.

**Sincere thanks to all those who renewed their contribution to FAI in 2023.**

Emilia	Bticino	De Nora	Federico Guasti	Filippo Perego	Sied
Acquadro Folci	Rosa Maria	Alvise di	Piero Camillo	di Cretnago	Smeg
Allianz	Buccellati	Canossa	Gusi	Maria Luisa	Snam
Emilio Ambasz	Bresciani	Virginie	Susan Carol I.	Loro Piana	Snam
Assicurazioni	Bulgari	Droulers	Holland	Decol	Giuseppe
Generali	Michele	Ermenegildo	Intesa	Cristina Pinna	Statuto
Astm	Canepa	Zegna	Sanpaolo	Berchet	Deanna Stefani
Silvio	Emilia Cantoni	Gimmo Etro	Italmobiliare	Gavazzi	Malaguti
Bernasconi	Capponi	Federico Falck	La Petrolifera	Norbert	Plattner
Paolo	Giuliana Albera	Fimesa	Italo Rumena	Prada	Alberto
Bernasconi	Caprotti	Laterlite	Umberto	Quadrino	Tazartes
Bianchi	Leda Cardillo	Gabriella Finco	Mario e Gloria	Anna Recordati	Tod's
Industrial	Violati	Criscuolo	Levoni	Fontana	Rosanna
Bloomberg	Cassa	Giacomo e	L'Unione Sarda	Ottavio	Tombolini
Bolton Group	Lombarda	Paola Foglia	Maire	Riccadonna	Falciola
Enrico Bonatti	Piero Castellini	Fondazione	Tecnimont	Ottavio	Dario Tosetti
Maria Enrica	Baldissera	Berti Onlus	Cristiano	Gianfelice	Marialuisa
Bonatti e	Coeclerici	Fondazione	Mantero	Rocca	Trussardi
Giovanni	Laura Colnaghi	Cattaneo	Manuli Ryco	Andreina Rocca	Gavazzeni
Mameli	Calissoni	Fondazione	Enrico Marchi	Bassetti	Unicredit
Gian Pietro	Anna Corradini	Passadore 1888	Caroline	Alberto	Sabbadini
Borasio	Stefana Corsi	Fondazione	Marzotto	Sabbadini	Unipol Gruppo
Arnaldo	Marchini	Same	Marco	Rossana Sacchi	Vitale & Co.
Borghesi	Luisella	Gigliola	Mazzucchelli	Zei	Webuild
Ilaria Borletti	Cortassa Moro	Franceschi	Mediaset	Paola Santarelli	Claudio e
Buitoni	Credem	Ceccato	Massimo	Saras	Simona Zampa
Chiara Boroli	Euromobiliare	Bona	Menozi	Lorenzo Sassoli	Nadia Zanotto
Lucia Borra	Private Banking	Frescobaldi	Francesco	De' Bianchi	Mocchetti
Campisi	D'Amico	Marchi	Micheli	Alberto Schiavi	Gianna Zegna
Pier Giacomo	Società di	Valeria	Rosita Missoni	Giuseppe	Borsetti
Borsetti	Navigazione	Gallerani	Nestlé Italiana	e Luciana	Andrea Zegna
Alberto Borsetti	De Agostini	Giuseppina	Maria Camilla	Scibetta	di Monte
Bper Banca	Carlo De	Gandini Orlandi	Pallavicini	Claudio Segré	Rubello e
Bracco	Benedetti	Luca	Isabella Parodi	Davide Serra	Martin Flaig
Bresci	Sandra De	Garavoglia	Delfino Meroni	Grazia Maria	
Bromatech	Benedetti Böhm	Edward Greco	Pastificio Rana	Siccardi	
	Margherita	e Maddalena			
	De Natale	Pais			

# Institutions, Companies, Foundations, and Donors

Heartfelt thanks also to all of those individual donors and organizations that in 2023 made substantial donations to FAI, to support its work of restoring, conserving, enhancing, and managing some of Italy's most important historic, artistic and natural assets.

The Guardians of Italian Heritage	Matteo Cusan	Grand Hotel Miramare Spa	Pirelli
I 200 del FAI	Cyberoo	Groupama Assicurazioni	Andreina Pizzi
Corporate Golden Donor	Delicius	Groupe PSA	Poste Italiane
Delegazioni FAI	Despar Italia	Gruppo 36	Gianfranco Radrizzani
Friends of FAI	Deutsche Post Foundation	Piergiacomo e Paola Guala	Laura Raiteri
FAI UK - Italian Heritage Trust	Diana Corp	Marcella Iandolo	Chiara Ribaga
FAI Swiss	Dilc	Il Viaggiator Goloso	Enzo Ricci e Maria Cristina Stoppani
FAI Suisse Romande	Dolce & Gabbana	illy Caffè B Corp	Luciano Rimondi e Luigina Pancaldi
Associazione Amici del FAI	Donnafugata	Intesa Sanpaolo	Pierfranco Riva
Sostenitori FAI	Ds Smith Italy	Iper La grande i	Goffredo Roccavilla
Iscritti FAI	Edison	Ita Airways	Piero Rocchi
Iscritti Continuativi FAI	Edison Next	Kerakoll Group Società Benefit	Maura Rolandi Ricci
Donatori del 5x1000	Lorenzo Enriques	Kinto	Rolex Italia
	Epta	L'Erborario Società Benefit	Vittorio Pardo Roque
	Er-Go	Legance Avvocati Associati	Rubelli
	Eurojersey	Lindt	Battista Saibene
	Euthalia	Rosa Malvezzi Campeggi	Clara Schiavina
	Costanza Farabegoli	Andrea Manfredi	Sda Bocconi School Of Management
	Claudio Fassi	Manitou Fund	Snaitech
	Renzo Ferrante	Marriott Bonvoy	Mario Spada
	Ferrarelle Società Benefit	Claudia Gaboardi Mazzucchetti	Ingeborg Srenger
	Filoblu	Mediobanca	Taroni
	Fimesa	Mediobanca Premier	Teknowool
	Finecobank	Meic Costruzioni	The Ruth Stanton Foundation
	Fluorsid	Mia - Platform	Trenitalia Divisione Business Regionale
	Fondazione Berti Onlus	Giovanni Milani e Francesca Gostinelli	Unes
	Fondazione Ludovico degli Uberti	Laura Rampazzo Miura	Viatrix
	Fondazione Pomara Scibetta	Paola Molino	Vivenda
	Fondazione Passadore 1888	Navig S.A.S.	Stella e Carlotta Volpi
	Fondazione Rocca	Nespresso	Walden Lab
	Fondazione Same	Elsa Niessner	Giorgio Zaffaroni
	Francesco Pascuzzi	Maria Teresa Olcese Valoti	and all those who wish to remain anonymous.
	Franco Cosimo Panini Editore	Claudio Orsi	
	Fugazza F.Ili & C.	Marco Angelo Peterlongo	
	Giorgio Armani	Daniele Peveri	
	Paola Gobbi	Cristiano Pieri	

# Corporate Golden Donor

The Corporate Golden Donor program is a **tool for corporate social responsibility**. It also constitutes a network of companies that share a commitment to achieving an Italy that is better-protected and more loved, and which places a greater emphasis on its own virtues. Membership of the Corporate Golden Donor program is a **tangible action** in support of Italy's extraordinary heritage of history, art, and nature – a key factor in individual wellbeing, social cohesion, and economic development. As such, it **enhances members' corporate image and affords exclusive opportunities and specific advantages in return**.

**A warm note of thanks to all the companies that supported FAI in 2023 through membership of our Corporate Golden Donor program.**

2M Decorì	Alto Partners	Azienda Foderami Dragoni	Cartiere Carrara	Confluence
A. Gandola & C.	Alto Trevigiano Servizi	B&B Italia	Carvico	Continuus-Properzi
A.I.T. Automazione	Ambos	Banca Popolare Pugliese	Casale Del Giglio Società Agricola	Corapack
A.M. Instruments	Amca Elevatori	Banco di Desio e della Brianza	Casone	Costa d'Oro
A.Se.R.	Amplifon	Basile Giocattoli	CBI	Coswell
A.Z.	AMSA	Belvedere	Ceas	Covind
A+B Industrial Tools Company	Andrea Paternostro Gioiellerie	Berendsohn Italiana	Cellografica Gerosa	CPS Analitica
ABP Nocivelli	Andreotti Impianti	Biffignandi	Centromarca	Crealis
ACDA - Azienda Cuneese Dell'Acqua	Angelo De Cesaris	Biogen Italia	Ceramica Sant'Agostino	D.I.R.A.
ACEA	Anima Holding	Biopap	Chemprod	DAB Centro Operativo
Achitex Minerva	Anvideas	Blm	Chiesi Farmaceutici	DAB Sistemi Integrati
Acone Associati	Aon	Blusys	Chiomenti	Danesi caffè
ACPV Architects	AP. Esse	Bodega G. & C.	Chiorino	DAP
Acquedotto Pugliese	Aptafin	Braida di Bologna Giacomo	Cibas	DAVIDE Campari-Milano N.V.
Adige	Arca Etichette	Brembo	Cisalpina Tours	DEA
Advanced Technology Valve	Arco Spedizioni	Bridgestone Europe - Italian Branch	Clariant Se, sede secondaria in Italia	Decal
Afim	ARD F.Ili Raccanello	BU Power Systems Italia	Clover Energy Italia	Dedar
AGM	Argosped	Bugnion	CMO	DEF Italia
Agos Ducato	Aristoncavi	By Carpel	CO.I.D.	Degrocar
Agricola Due Vittorie	ARIX	C.A.B.I. Cattaneo	Cobir	Delfino
AIPO Ricerche	Arriva Italia	C.I.T.	Coeclerici	Delphina hotels & resorts
Air Dolomiti	Artelia Italia	C.I.T.	Coffein Compagnie Italy	Derive
Air Liquide Italia	Arval Service Lease Italia	Caleffi	Cofle	Devon&Devon
Airtec	Asca Costruzioni	Cama 1	Columbus Clinic Center	DHI
Alfasigma	Assoimmobiliare	CANÈ Medical Technology	Comer Industries	Dilc
Alkè	Assolombarda	Autec	Comital	DLA Piper Studio Legale Tributario Associato
Alltrans	Azemar	Carbofin	Confcommercio	

Doimo Cucine	Fenzi	Giletta	D'Aste	Le Sirenuse
Doit Viaggi	Ferraro Group	Gima	ILT Tecnologie	Lefay Resorts
Dompè Farmaceutici	Fidim	Giuseppe Citterio	Immergas	Leo France
Domus.it	Fiorani & C.	Glamora	IMO	Leone
Donnafugata	Flamma	Global Selection	Impresa Luigi Notari	Lesda
doValue	Flextec	Grivel	Impresa Sangalli Giancarlo & C.	LifeBee
Drago	Fluid-o-Tech	Groupama Assicurazioni	IMS Srl	Limonta
Duchessa Lia	Fondazione Bonino Pulejo	Gruppo Cimbali	Micronizzazioni	Logicor
Dusty	Fondazione Equita	Gruppo Enercom	Inarca	Louisiane
E.B.ESSE	Fondazione FS Italiane	Gruppo Forges Davanzati	Industrie Polieco - MPB	Luxoro
Earth Viaggi	Fondazione Giorgio Antonuzzi sostenuta da Icefor	Gruppo Mascia Brunelli - Biolife Italiana	Interseals	M.A. Delponte Business Communication
ECEF	Fondazione Iris Ceramica Group	Gruppo Pam	InterVideo	M.I.T.I. Manifattura Italiana Tessuti Indemagliabili
Ecobox	Fondazione Iris Ceramica Group	Gruppo Tessile Casmik	Ipae-Progarden	M.R. Transport
Ecopack	Fonderie Ariotti	GS Yuasa Battery Italy	Iselva Morsetteria	Macron
Ecotyre	Fornero	ISO Industry	ISI-Flex	Madama Oliva
Eigenmann & Veronelli	Four Partners Advisory SCF	Guacci	Isoil Industria	MAG
Elettrotec	Francia	Guccio Gucci	ITA Airways	Maglificio Innocenti
Ellepack	Franco Cosimo Panini Editore	Gustiamo, Inc	Italmobiliare	Malinverno Metalli
Elmec	Franklin Templeton International Services	Heidenhain Italiana	Italprotec Industries	Manifattura Falomo
Emilio	Fratelli Fila	Hoffmann Italia	ITT	Mapa Spontex Italia
Epo	Frigoscandia	Hotel Savoy Grado	Jacobacci & Partners	Mapei
Erbamea	Fugazza F.Ili & C.	Ht Film	Kamet	Marcegaglia
Eredi Caimi	Fumero	Hydro Building Systems Italy	Kemon	Mario Cucinella Architects
Esri Italia	G.F.	Hydro Fert	Kong	Mario Nava
Eternedile	Galleria Commerciale Porta di Roma	I Cotoni di Albini	Korff	Mario Nava
ETS	Gammatom	I.S.E.P.	Kronos Informatica	MBM
Eurocolor	Gandola Biscotti	IBC - Associazione Industrie Beni di Consumo	La Contea	MecVel
Eurodies Italia	GDN Gestione Depositi Nazionali	IG Operation and Maintenance	La Doria	Mediaset
Eurosyn	GDN Logistica	IHI Charging Systems International	Laborplast	Medica
Eurotherm	Geotab	Il Consulente del Lavoro Dott. Maurizio Rossi	Landoll	Medipass
F.I.S. Fabbrica Italiana Sintetici	Gestim	Il Ponte Casa	Lanificio Egidio Ferla	Meic Costruzioni
F.Ili Clavello	Ghella		Lario Hotels	Meic Costruzioni
Fainplast	Gianvito Rossi		Larus Re	Messaggerie Italiane
Farmabios	Gicar		Lati Industria Termoplastici	Messaggerie Italiane
Farmacacia Casal Monastero			Lattanzi	MET Energia Italia
Farmacie Celesia				Metallurgica Marcora
Farmacie Celesia				Marcora
Fasti Industriale				Metlac
Felsina Società Agricola				Mi Consul

Mini Motor	Peroni Pompe	Riuniti	Sisea	Termogamma
Mitsubishi Electric Europe B.V.	Petraco Oil Company	Rimorchiatori Riuniti Spezzini	Sisgeo	Terranova
MMC Italia	Pietro Rimoldi & C.	Riseria Provera	Sistemi Soluzioni Informatiche e Telematiche	Teseo
Mobil Plastic	Pisano Bunker	Roberto Coin	Skechers Usa Italia	Tessilbiella
Mobil Project	Poliform	Roberto Industria Alimentare	Società Cooperativa Bilanciai	TGT
Molini Bongiovanni	Pony	Romani Components	Solari	Thaler
Mondial	Poste Italiane	Rossen	Sorma	Thor Specialties
Montello	Power Energia Società Cooperativa	Roten	Spinosa	Thruex
Montelvini	Premuda	Royal Group Hotels & Resorts	Stam	TIM
Montenegro	Presma	Rubelli	Stante Logistics	TMB
Move	Prestiter	Rummo	State Street Bank International GmbH Succursale Italia	Tonella
MTA	Pro Engineering	Russo di Casandrino	Steelmetal	Tosvar
Munari F.Ili	Procos	S. Ilario Prosciutti	Stem	TPV Compound
N.E.T.	Promeco	S.C.A.MM.	Stilolinea	TTS Cleaning
Natixis S.A. - Milan Branch	Promotica	Sace	Streparava	UIA Underwriting Insurance Agency
NexiPayments	Prussiani Engineering	Saced	Studio Auriga	Unicompany
NHP	PSM Celada Fasteners	Sacertis Ingegneria	Studio Sfera	Unitransports
Notartel	Pulinet Servizi	Saes Getters	Studio Torta	Vanzetti Engineering
Novalca	Raphael	Safety	Swiss Re International SE	Vega
Novaterra Zeelandia	Rational Production	SAIM	T.EN Italy Solutions	Vega Holster
Novavision Group	Ravarini Castoldi & C.	Sara Assicurazioni	TAF Abrasivi	Velp Scientifica
Nuova TCM	Ravioli	Scavi Rabbi	Tagliabracci costruzioni	Venpa
O.D.S.	Reasol	Schroders	Tancredi	Ver Capital SGR
O.M.P. - Officine Mazzocco Pagnoni	Recordati Industria Chimica e Farmaceutica	Sebach	Target 2000	Very Fast People
Odpiù	Redax	Seco	Target Point New	Veyal
Oleificio Zucchi	Rehau	Seeweb	Team Work	VI.PA.
Olimac	Renato Corti	Sevis	Techne	Viacqua
Olmex Spa	Renault Group	Shelter	Tecnoalimenta	Viglietta Matteo
On Air Event	Renergia	Sheltia	Tecnofer Ecoimpianti	Villa D'Este
OP	Renna	SIAD	Tecnotelai	Vincenzo Modugno Costruzioni Restauri
OPEM	Repi	Simona	Tekfer	Virgilio Holding
Osculati	Rete	Simonazzi	Teleconsys	Virtuous
Ospitami	RIAM Ascensori	Sisas	Tenaris Dalmine	Vivenda
Pagani Geotechnical Equipment	Rimadesio			Wepa Italia
Paolo Astori	Rimorchiatori			Wolf Italia
Pastorfrigor				YS Your Sales
Pavitecna				Zobe Holding

# Financial situation

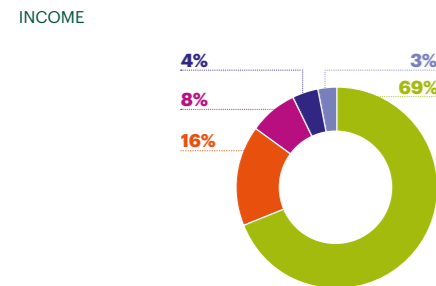
## 2023 STATEMENT RECLASSIFIED BY ACTIVITY

SOURCES OF FUNDS	Operating activities	Restricted funds	Total
Individuals	31,174,044	1,656,420	32,830,464
Companies	6,822,096	800,443	7,622,539
Public Institutions	878,285	2,875,480	3,753,765
Foundations and Associations	396,581	1,491,827	1,888,408
Financial and extraordinary items	1,555,918	0	1,555,918
<b>TOTAL FUNDS RAISED</b>	<b>40,826,923</b>	<b>6,824,170</b>	<b>47,651,093</b>

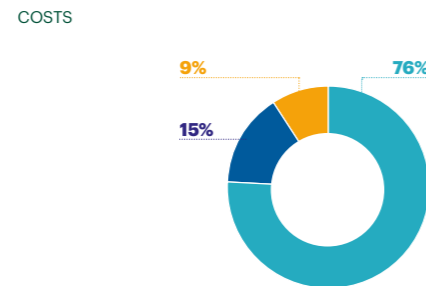
ALLOCATION OF FUNDS	Operating activities	Investments in conservation and restoration Coverage of current year	Investments in conservation and restoration Coverage of previous year	Total
Maintenance of FAI assets and concessions		(353,547)	(4,098,049)	(4,451,596)
"Italian Places I Love" initiatives			(318,143)	(318,143)
Property management	(19,257,269)			(19,257,269)
Local cultural promotion, education, and monitoring	(3,476,093)			(3,476,093)
General services	(4,348,395)			(4,348,395)
Fundraising, communication and digitization	(7,036,294)			(7,036,294)
<b>TOTAL EXPENSES</b>	<b>(34,109,050)</b>	<b>(353,547)</b>	<b>(4,416,193)</b>	<b>(38,878,790)</b>
Provision by resolution of BoD	(5,000,000)			(5,000,000)
Restricted funds raised during the year and allocated to subsequent years		(6,470,623)		(6,470,623)
Use of restricted funds raised in previous years			2,290,689	2,290,689
Use of previous year's profit			2,125,504	2,125,504
Profit for 2023 allocated to subsequent years	(1,717,873)			(1,717,873)
<b>TOTAL BALANCE</b>	<b>(40,826,923)</b>	<b>(6,824,170)</b>	<b>0</b>	<b>(47,651,093)</b>

### SOURCES OF FUNDS



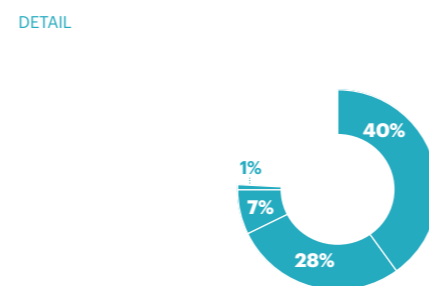
From individuals	€ 32,830	69%
From companies	€ 7,623	16%
From public institutions	€ 3,754	8%
From foundations and associations	€ 1,888	4%
From extraordinary financial management	€ 1,556	3%
<b>TOTAL</b>	<b>€ 47,651</b>	<b>100%</b>

### ALLOCATION OF FUNDS



*Institutional activities	€ 36,267	76%
Fundraising, communication, and digitization	€ 7,036	15%
General services	€ 4,348	9%
<b>TOTAL</b>	<b>€ 47,651</b>	<b>100%</b>

### \*Institutional activities



Property management	€ 19,257	40%
Funds earmarked for restoration of own Assets, Assets under concession and extraordinary maintenance	€ 13,224	28%
Local cultural promotion, education and monitoring	€ 3,467	7%
"Italian Places I Love" operation	€ 319	1%
<b>TOTAL</b>	<b>€ 36,267</b>	<b>76%</b>

# Communication

In 2023 there were **27 press conferences and meetings open to the national media** (+29% vs 2022). In addition, there were **55 local press conferences** organized by the Local Network.

**28,600 articles were published** in print and on the web. Around **109 hours of radio and TV services** (+4% vs 2022), amounting to a total of **2,115 broadcasts** (+5% vs 2022), confirmed FAI's position as an authoritative voice on the enhancement of cultural assets and the landscape.

Once again, in 2023 **RAI** continued to offer its support to FAI through a **Main Media Partnership** for the national campaigns *FAI Spring Days / Autumn Days / Days for Schools, Italian Places I Love, and FAI Summer Evenings*. The TV-based collaborations were also important, including those with Televideo, Canale 5 (especially *Striscia la Notizia*), La7, and Cusano TV, in addition to the *Visioni e Save the Date* broadcasts on Rai5, *Skills* on Rai Play, and *Paparazzi* on Rai Italia.

In support of the national campaigns, 7 celebrity endorsers spoke out, to whom special thanks are due for having promoted FAI's mission through statements, TV appearances, and interviews:

- **Vittorio Brumotti**
- **Lucia Mascino**
- **Marco Carrara**
- **Sabrina Paravicini**
- **Francesca Cavallin**
- **Paola Saluzzi**
- **Antonello Fassari**



“ When I think of FAI, I think of warm spring weather, an enormous gate opening, and...amazement! It's the amazement of discovering that behind a wall, a front door, or a fence which seemed impenetrable, there may be something that brings joy to the eyes and the heart alike; something rare that, thanks to FAI's volunteers, is revealed to us – something precious and, as such, fragile.

To support FAI is to help prevent the risk that the magic of these places disappears through neglect and decay or, worse still, through a lack of understanding that sees them consigned to oblivion. To a great extent, Italy thrives thanks to its beauty. And as we know, beauty is subject to the ravages of time.

Together with its supporters, volunteers, members, and friends, FAI helps to preserve the beauty of this country, to make the most of its hidden treasures, and to multiply the opportunities for rebirth of so many places just laden with history, culture, and art.

This is why, when FAI comes calling, I always say 'Yes!' ”

Benedetta Rinaldi

In 2023, the institutional site fondoambiente.it substantially increased visitor numbers, recording a total of **11 million individual users** (+220% vs 2022) and **8.2 million open sessions**. The growth in traffic volume on the site can be attributed to three factors: the first is bound up with the growth trend experienced by the FAI site over the past five years; the second factor is associated with the technological investment made between 2022 and 2023, which made it possible to refine considerably the tracking of users who visit the platform; and the third factor concerns the increased investments made in all of the FAI digital channels that drive traffic to the site.

Although not yet compulsory for private platforms (currently only for public-sector platforms), in late August **the site was updated to comply with the accessibility requirements of those with disabilities**, through a specific technology that facilitates engagement with its content. The tool allows each user to set reading profiles for different content, based on their specific requirements (such as formatting in larger and sans fonts, minimizing distractions and enhancing visibility). This development is part of a larger accessibility project for FAI properties, orchestrated by the Property Management Office, the objective of which is to implement and develop projects that are able to offer a valuable use of free time to those with disabilities and their family members (see p. 100).

Below: FAI's Deputy Director General for Cultural Affairs, Daniela Bruno, during an interview at La Sapienza University, Rome



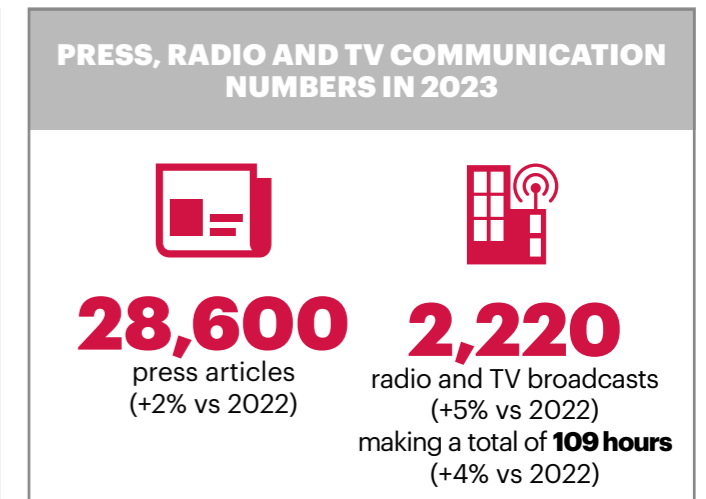
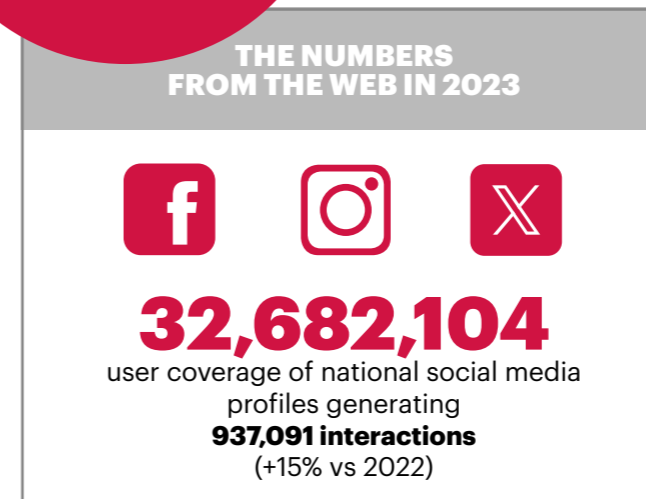
The publishing activity on the website and in the newsletters saw the publication of **279 articles** (-5% vs 2022), which **generated 827,060 page views** (+75% vs 2022).

**Two national newsletters** with a biweekly schedule and **three themed FAI Days newsletters** were sent to a pool of **700,000 users**, with an average opening rate of 45%. In addition, another four newsletters aimed at specific targets with issues on different schedules.

The quarterly house organ, the FAI Newsletter, was also sent out in a digital version to around **230,000 FAI members**.

In terms of the **social networks**, by the end of 2023 FAI had accumulated **1,827,924 followers on its Facebook pages** (+8% vs 2021), **883,633 followers for its Instagram profiles** (+31% vs 2022), **83,550 on its national X (formerly Twitter) profile** (-5% vs 2022), **68,550 on its national LinkedIn page** (+12% vs 2022), and **8,166 on its national YouTube channel** (+8% vs 2022). In March 2023, FAI set up its **TikTok** profile, generating almost 1 million views within 10 months. In total, FAI's social media channels carried 1,353 pieces of original content (excluding Instagram "Stories"), viewed by 32,682,104 users, who generated a total of 937,901 interactions (+15 vs 2022).

External communications are supported by **internal communications, which are channeled into a monthly newsletter**, addressed to staff, and **a quarterly newsletter** intended for volunteers. In 2023, these were complemented by 13 training sessions for personnel and two for volunteers, as part of the **FAI Knowledge** in-house training program.



# OTHER INFORMATION

Close-up of the frescoes in the Room of the Golden Age, painted by Giangiaco­mo Barbelli (1604-1656) and Giovan Battista Azzola (1613-1689), Palazzo Moroni, Bergamo, a property under concession to FAI since 2019

## Regulatory compliance, accountability and transparency

### Occupational health and safety

FAI is committed to complying with the provisions of the Consolidated Occupational Health and Safety Act (Legislative Decree No. 81 of April 9, 2008). The spaces in its premises, including the properties themselves, are fitted out and constantly monitored to ensure that the personnel are protected against any risks posed to their health and safety: in 2023 the Prevention and Protection Service continued to ensure timely inspections, on the basis of which the Risk Assessment Document was updated and a report was drafted setting out any necessary improvements.

In addition, the fire safety management documentation was updated and the status of pending and expiring fire-prevention filings was monitored. As every year, the meeting provided for in Article 35 of Legislative Decree No. 81 of April 9, 2008, was held. During this meeting, the training situation of personnel was analyzed, with training provided where needed, and medical examinations were carried out by the company physician.

### Organizational Model

By resolution of FAI's Board of Directors of November 11, 2015, FAI – Fondo per l'Ambiente Italiano ETS adopted its Organization, Management and Control Model pursuant to Legislative Decree No. 231/2001, and its own Code of Ethics.

After it was first adopted, FAI's 231 Model was updated in 2019 (Board of Directors' meeting of November 27, 2019) to take into account the regulatory changes set forth in Law No. 179/2017, and then again in 2022 (Board of Directors' meeting of April 21, 2022), in view of the organizational and regulatory changes since first adoption of the 231 Model and its subsequent update in 2019. It was then amended in 2023 (Board of Directors' meeting of May 17, 2023) to comply with the regulatory changes set out in Legislative Decree No. 184/2021, intended to combat fraud and counterfeiting of noncash means of payment, with Law No. 22/2022 on offenses against cultural assets, and with Legislative Decree No. 24/2023 on whistleblowing, with a risk assessment conducted with the support of an external consulting firm.

FAI's Code of Ethics was also subject to an update in 2023 (Board of Directors' meeting of November 21, 2023), with i) a clarification on gifts and favorable treatment given to FAI's personnel, with an explicit reference to bequests that could, even only potentially, compromise FAI's standing and/or its image, ii) an update on the channels available to highlight any violations of the Code of Ethics and/or the internal rules, and iii) purely formal changes.

FAI's Supervisory Body is now composed of Luca Cavagnaro (Chair), Giovanni Rossi and Emanuele Bisco.

In implementing its 231 Model, FAI has adopted specific control protocols defined on the basis of the greater possibility of the commission of potential offenses (or associated risks) in the performance of its activities.

Moreover, in implementing Legislative Decree No. 24/2023 and in conjunction with the most recent update of the 231 Model in 2023, FAI has availed itself of the "Legality Whistleblowing" portal, accessible at the following address <https://fondoambiente.segnalazioni.net/>, through which employees, contractors, volunteers, and stakeholders can flag up offenses of various types, of which they have become aware at work, with the guarantee of the highest levels of confidentiality.

Reports (which can be anonymous) may concern matters such as the following:

- unlawful conduct pursuant to Legislative Decree No. 231/2001 or violations of FAI's Code of Ethics or of its Organization, Management and Control Model
- infringements of EU law
- infringements of Italian law

FAI implements a training plan for its employees and contractors to ensure adequate knowledge of the content and principles of its 231 Model, the Code of Ethics, and the applicable monitoring protocols.

The latest training session, intended for all FAI personnel and concerning the updates to the 231 Model made during 2023, was held on October 25, 2023.

**SANCTIONS OR REPORTS OF CASES OF NON-COMPLIANCE WITH LAWS/REGULATIONS**

	UoM	2023
Complaints on the violation of users' privacy	No.	0
Monetary value of sanctions relating to the violation of users' privacy	€	0
Violations for non-compliance with laws or regulations on the supply of products or services	No.	0
Monetary value of violations for non-compliance with laws or regulations on the supply of products or services	€	0
Ongoing disputes that are relevant for purposes of social reporting	No.	0

**Internal Control and Risk Management System (ICRMS)**

In 2019 FAI, assisted by an external consultancy firm, carried out a project involving a review of its Internal Control and Risk Management System (ICRMS) to identify, in the fields of greatest relevance, possible areas of improvement with a view to strengthening its actions and increasing its overall level of effectiveness and efficiency.

As a result of this survey activity, FAI embarked on a process of improvement and implementation of its ICRMS.

This process, in addition to updating the 231 Model, involved the adoption of the following procedures in 2022:

- **Know Your Counterpart**, geared towards the subjective assessment, according to internally established criteria, of FAI's counterparts, to avoid reputational risks and compliance issues, with a particular focus on the receipt of donations, contributions, and funds from individuals
- **Insurance Management**, which defines the methodological criteria and specific responsibilities in the management of the insurance process for FAI's immovable (income-producing but non-transferrable) and movable assets.

As part of the process of improving and implementing its ICRMS, in 2022 FAI also adopted a *Corporate Governance Framework*: a set of principles and rules to be applied in order to increase the clarity, efficiency, and effectiveness of the FAI bodies and structures involved.

**Process for the acquisition of FAI's immovable and movable assets**

In 2023, FAI formalized a dedicated procedure for the authorization process and the preliminary documents to be submitted for evaluation by the decision-making bodies with a view to acquiring immovable and movable assets intended for FAI's non-transferrable assets. Following an initial evaluation to quantify the strategic value and potential of the acquisition, appropriate dossiers will be drafted by an internal technical committee.

By means of the dossiers, resubmitted for evaluation by the bodies in accordance with the existing system of powers, the acquisition of the asset is analyzed in depth with reference to the following aspects: i) historical-cultural-landscape, ii) architectural, iii) financial, and iv) legal-fiscal.

**Personal data protection and security**

The internal processes and security measures adopted in recent years by FAI for the processing of personal data comply, in both form and substance, with the legal framework enshrined in EU Regulation 2016/679.

FAI's compliance with the regulation and with internal data protection policies is supervised by a Data Protection Officer, whose expertise ensures compliance with the principles set out in the European regulations. In 2023 FAI further consolidated its data processing system to ensure effective

“privacy by design” for all those who come into contact with it, compiling their personal details through an appropriate system.

Finally, it should be noted that in 2023 FAI, as the Data Controller, did not record any disputes concerning the processing of data, nor did it receive any requests for information or communications from the competent authorities.

#### Publicity and reporting

In compliance with the obligations to disclose information on contributions of a public nature (Law No. 124 of August 4, 2017) by June 30 of each year, FAI published on its website, [www.fondoambiente.it/amministrazione-trasparente](http://www.fondoambiente.it/amministrazione-trasparente), the list of public entities and companies directly or indirectly controlled or owned by public entities that over the previous year made contributions or paid invoices to FAI, and disclosed the contributions received during the year, in the Notes to the 2022 Financial Statements.

In addition, in compliance with the Prime Ministerial Decree of July 23, 2020, Article 16, in 2023 FAI published on its website a statement on the 5x1000 contribution for financial year 2021 – “5x1000 Culture” received on July 25, 2022, and “5x1000 Voluntary” received on October 4, 2022 – with the annexed illustrative report containing an account of the activities actually carried out with the sums received.

On the page “Transparency/Field of Transparent Administration” of the FAI website, there is a “Notices and Tenders” section concerning the notices relating to the competitive procedures for the selection of contractors and for the management of public tenders.

## Methodological note

The Social Report, along with the reporting process that accompanies it, places great emphasis on the importance of communicating to all stakeholders, both internal and external, the fundamental essence of the organization, expressed through its ability to pursue its social missions. The document illustrates how FAI continued, over the course of 2023, to pursue its objectives with determination, benefiting from the valuable assistance of its supporters.

The reporting frequency and perimeter coincide with the Financial Statements for the period (January 1 – December 31, 2023), although, where relevant for the purposes of completeness, information relating to activities carried out in the early months of 2024 has been included.

The methodological framework used for the preparation of this Social Report is in continuity with that adopted in previous years for the preparation of the Annual Report, although in 2023 FAI decided to undertake a process for the measurement of the results achieved, based on performance indicators that are as universal and comparable as possible. For this reason, the Financial Statements are drafted with reference to the **Sustainability Reporting Standards** published in 2016 (and updated in 2021) by the Global Reporting Initiative (GRI), which allow organizations to provide a complete overview of the most significant impacts that they have on the economy, the environment, and people. In addition, this Social Report has been drawn up in compliance with the provisions of the Third-Sector Code (Legislative Decree No. 117 of July 3, 2017) and the guidelines for the drafting of the Social Report (Decree of July 4, 2019).

To ensure increasingly exhaustive reporting of its activities, FAI has decided to strengthen the evaluation of its social impact by integrating within this report its own contribution towards reaching the United Nations’ **Sustainable Development Goals** (SDGs). The 2023 Social Report thus contains data and information on FAI’s operations relating to the 2023 tax period and, in certain cases, also allows comparison with the results of the previous years. Specifically, unless stated otherwise, these data and information are the result of:

- aggregation and analysis of data from FAI’s in-house accounting and management systems
- outcomes of the process of materiality analysis conducted in 2023-2024
- specific documents shared by the individual data owners

The document is subdivided into 4 chapters. The first chapter, entitled “**FAI**”, offers an overview of the organization since its establishment, right through to its current characteristics and dimensions, and sets out its values and objects, as well as mapping its main stakeholders. The second chapter, “**Governance, Structure, People**,” not only provides details of FAI’s governance and control infrastructure but also offers a snapshot of the human resources – employees, contractors, and volunteers – who collaborate and contribute to the fulfillment of FAI’s objectives. The third chapter, “**Objectives and Activities**,” presents FAI’s strategy for action and the associated environmental impact, while also providing detailed qualitative and quantitative information on the individual actions implemented in the various “mission” and “support” areas, with particular reference to fundraising and communications. Last of all, the fourth chapter, “**Other Information**,” compiles the non-financial information

relating to the following areas: code of conduct, the regulations and practices associated with FAI's social responsibility, and occupational health and safety.

This Social Report was submitted to the Board of Auditors for certification of conformity and approved by the Board of Directors on June 21, 2023, prior to its publication on the institutional website of FAI - Fondo per l'Ambiente Italiano and its filing with RUNTS - Registro Unico Nazionale Terzo Settore (the Single National Register of the Third Sector).

*For any feedback or questions on this Social Report, please contact FAI's Institutional Communications Department::  
v.pasolini@fondoambiente.it*

## Certification of the Board of Auditors on the Social Report at December 31, 2023

To the Board of Directors of FAI - Fondo per l'Ambiente Italiano ETS

### Report on monitoring activity and findings

Pursuant to Article 30, paragraph 7, of the Third-Sector Code, during the year ended December 31, 2023, we monitored the adherence of FAI-Fondo per l'Ambiente Italiano ETS ("the Entity") to its civic, solidarity, and social utility aims.

In particular, in accordance with the current legislative framework, our monitoring activities involved:

- verification of the exclusive or principal performance of one or more activities of general interest referred to in Article 5, paragraph 1, of the Third-Sector Code for civic, solidarity, and social utility purposes, in accordance with the special rules governing their performance, as well as activities other than those indicated in the legislation cited above, provided that they fall within the limits of the charter and are carried out on a secondary and instrumental basis as per Ministerial Decree No. 107, May 19, 2021
- compliance, in fundraising activities carried out during the reporting period, with the principles of truthfulness, transparency, and fairness in all dealings with supporters and the public
- the pursuit of non-profit aims, through the allocation of its assets, inclusive of all their components, to the performance of its chartered activity; the observance of the prohibition on distribution, directly or indirectly, of profits, operating surpluses, funds, and reserves to founders, associates, workers and contractors, directors, and other members of the entity's bodies, taking into account the indices set out in Article 8, paragraph 3, letters a) - e) of the Third-Sector Code.

### Certification of compliance of the social report with the Guidelines set out in the Decree of the Ministry of Labor and Social Policies of July 4, 2019

Pursuant to Article 30, paragraph 7, of the Third-Sector Code, we verified the conformity of the organization's social report for the financial year 2023 with the Guidelines for the preparation of the social report of ETSs, as set out by the Ministry of Labor and Social Policies through the Ministerial Decree of July 4, 2019, in accordance with Article 14 of the Third-Sector Code. The entity declared that it prepared its social report for 2023 in accordance with the above Guidelines.

Without prejudice to the governing body's responsibility for preparing the social report in compliance with the methods and timescales established by the provisions on the preparation of such reports, the oversight body is responsible for certifying, in accordance with the law, that the social report conforms to the guidelines of the Ministry of Labor and Social Policies.

The oversight body is also responsible for determining whether the content of the social report is manifestly inconsistent with the figures presented in the financial statements and/or the information and data in its possession.

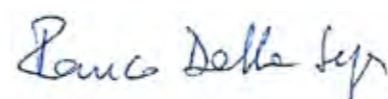
To this end, we have verified that the information contained in the social report faithfully represents the activities carried out by the organization and is consistent with the disclosure requirements of the relevant ministerial guidelines. In particular, we also verified the following aspects:

- compliance of the structure of the social report with organization into sections pursuant to paragraph 6 of the guidelines
- inclusion in the social report of the information in the specific subsections explicitly indicated in paragraph 6 of the guidelines, unless adequate account is given of the reasons for omitting specific information
- compliance with the principles of preparation of the social report set out in paragraph 5 of the guidelines, including the principles of materiality and completeness, which may entail the need to supplement the information explicitly requested by the guidelines.

On the basis of our work, we did not become aware of any reason to believe that the entity's social report was not prepared, in all material respects, in accordance with the provisions of the guidelines as set out in the Ministerial Decree of July 4, 2019.

Milan, June 19, 2024

pp. the Internal Audit Committee



The Chair  
Franco Dalla Sega



The entrance to the boulevard of the Castello di Masino, Caravino (Turin), a FAI property since 1988

# GRI Indicators

## GENERAL STANDARD DISCLOSURES (2021)

<b>Declaration of use</b>	FAI provides below all of the information cited in the current GRI Content Index for the reporting period running from January 1, 2023, through December 31, 2023, with reference to GRI Standards 202
<b>GRI 1</b>	GRI 1: GRI Foundation 2021

## GRI CONTENT INDEX

GRI ID	Disclosure	Paragraph/Note
<b>General Disclosures</b>		
<b>The organization and its reporting practice</b>		
2-1	Organizational details	The identity of FAI
2-3	Reporting period, frequency and contact	Methodological note
<b>Activities and works</b>		
2-7	Employees	The people who work for FAI
2-8	Workers who are not employees	The people who work for FAI
2-9	Governance structure and composition	Governance
2-10	Nomination and selection of the highest governance body	Governance
2-11	Chair of the highest governance body	Governance
2-12	Role of the highest governance body in overseeing the management of impacts	Governance
2-14	Role of the highest governance body in sustainability reporting	Certification by the internal audit committee of the social report at December 31, 2023
2-15	Conflicts of interest	Regulatory compliance, responsibility, and transparency
2-16	Communication of critical concerns	Regulatory compliance, responsibility, and transparency
2-17	Collective knowledge of the highest governance body	FAI
2-19	Remuneration policies	The people who work for FAI
2-20	Process to determine remuneration	The people who work for FAI
<b>Strategy, policies, and practices</b>		
2-22	Statement on sustainable development strategy	Increasingly sustainable growth
2-23	Policy commitments	Values
2-24	Embedding policy commitments	Statutory activities
2-26	Mechanisms for seeking advice and raising concerns	Regulatory compliance, responsibility, and transparency
2-27	Compliance with laws and regulations	Regulatory compliance, responsibility, and transparency

2-28	Membership of associations	Synergies with other bodies and associative
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### Involvement of stakeholders

2-29	Approach to stakeholder engagement	Map and involvement of stakeholders
2-30	Collective bargaining agreements	The people who work for FAI

### Material topics

#### Statements on material topics

3-1	Process to determine material topics	Material topics
3-1	List of material topics	Material topics

### Financial topics

#### Performance

201-1	Direct financial value generated and distributed	Financial situation
201-4	Financial assistance received from government	Fundraising

#### Indirect economic impacts

203-1	Investments provided mainly for "public utility"	FAI takes care FAI cultivates
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### Anticorruption

205-1	Operations assessed for risks related to corruption	Regulatory compliance, responsibility, and transparency
205-2	Communication and training about anticorruption policies and procedures	Regulatory compliance, responsibility, and transparency
205-3	Confirmed incidents of corruption and actions taken	Regulatory compliance, responsibility, and transparency

### Environment

#### Energy

302-4	Reduction of energy consumption	FAI's commitment towards a sustainable future
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#### Biodiversity

304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	FAI's commitment towards a sustainable future
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### Social performance

#### Occupational health and safety

403-1	Occupational health and safety management system	Regulatory compliance, responsibility, and transparency
403-2	Hazard identification, risk assessment, and incident investigation	Regulatory compliance, responsibility, and transparency
403-4	Worker participation, consultation, and communication on occupational health and safety	The people who work for FAI
403-5	Worker training on occupational health and safety	The people who work for FAI

403-6	Promotion of worker health and safety	Regulatory compliance, responsibility, and transparency
403-1	Occupational health and safety management system	Regulatory compliance, responsibility, and transparency
403-2	Hazard identification, risk assessment, and incident investigation	Regulatory compliance, responsibility, and transparency
403-4	Worker participation, consultation, and communication on occupational health and safety	The people who work for FAI
403-5	Worker training on occupational health and safety	The people who work for FAI
403-6	Promotion of worker health and safety	Regulatory compliance, responsibility, and transparency
<b>Education and training</b>		
404-1	Average hours of training per year per employee	The people who work for FAI
404-2	Programs for upgrading employee skills and transition assistance programs	The people who work for FAI
<b>Diversity and equal opportunities</b>		
405-1	Diversity of governance bodies and employees	The people who work for FAI Governance
<b>Local communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	Objectives and activities
<b>Privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Regulatory compliance, responsibility, and transparency

## Table of correspondences

Pursuant to Article 6 of the decree of July 4, 2019, of the Ministry of Labor and Social Policies, containing the **Adoption of the Guidelines for the Drafting of the Social Report of Third-Sector Entities**, the correspondence in this document is illustrated below.

GUIDELINES	CORRESPONDENCE
Methodology adopted for the drafting of the Social Report	Methodological note
General Information on the entity	FAI
Structure, governance, and administration	Governance
People who work for the entity	The people who work for FAI
Objectives and activities	Objectives and activities
Financial situation	Fundraising Financial situation
Other information	Regulatory compliance, responsibility, and transparency

**BALANCE SHEET**

at December 31, 2023

ASSETS	2023	2022	Difference
<b>B) FIXED ASSETS</b>			
<b>I - INTANGIBLE ASSETS</b>			
2) Development costs	380,466	436,669	(56,203)
4) Concessions, licenses, trademarks, and similar rights	17,120	11,194	5,926
7) Other	1,925,098	2,109,864	(184,766)
<b>TOTAL INTANGIBLE ASSETS</b>	<b>2,322,684</b>	<b>2,557,727</b>	<b>(235,043)</b>
<b>II - PROPERTY, PLANT, AND EQUIPMENT</b>			
1) Land and buildings	48,976,080	49,860,440	(884,360)
2) Plant and machinery	515,584	722,448	(206,864)
3) Equipment	146,104	124,336	21,768
4) Other assets	2,919,512	3,027,572	(108,060)
<b>TOTAL PROPERTY, PLANT, AND EQUIPMENT</b>	<b>52,557,280</b>	<b>53,734,796</b>	<b>(1,177,516)</b>
<b>III - FINANCIAL ASSETS</b>			
1) Equity investments in			
a) Subsidiaries	202,677	212,677	(10,000)
2) Accounts receivable			-
b) From subsidiaries	150,000	300,000	(150,000)
3) Other	23,704,506	19,483,050	4,221,456
<b>TOTAL FINANCIAL ASSETS</b>	<b>24,057,183</b>	<b>19,995,727</b>	<b>4,061,456</b>
<b>TOTAL FIXED ASSETS</b>	<b>78,937,147</b>	<b>76,288,250</b>	<b>2,648,897</b>
<b>C) CURRENT ASSETS</b>			
<b>I - CLOSING INVENTORIES</b>	<b>509,778</b>	<b>543,737</b>	<b>(33,959)</b>
<b>II - ACCOUNTS RECEIVABLE</b>			
1) Due from customers	2,632,130	1,576,381	1,055,749
3) Due from public bodies	6,718,082	4,359,490	2,358,592
4) Due from individuals for contributions	955,365	1,216,822	(261,457)
5) Due from entities in the same association network	42,387	82,600	(40,213)
6) Due from other third-sector entities	370,556	-	370,556
9) Tax receivable	436,393	281,975	154,418
12) Due from others	1,662,513	279,875	1,382,638
<b>TOTAL</b>	<b>7,797,143</b>	<b>3,863,905</b>	<b>3,933,238</b>
<b>III - CURRENT FINANCIAL ASSETS</b>			
3) Other securities	2,489,461	2,562,012	(72,551)
<b>IV - CASH AND CASH EQUIVALENTS</b>			
1) Bank and postal deposits	19,543,323	15,337,979	4,205,344
2) Cheques	5,000	5,000	0
3) Cash and valuables on hand	262,602	97,407	165,195
<b>TOTAL CURRENT ASSETS</b>	<b>19,810,925</b>	<b>15,440,386</b>	<b>4,370,539</b>
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>30,641,266</b>	<b>22,260,315</b>	<b>30,641,266</b>
<b>D) ACCRUED INCOME AND PREPAID EXPENSES</b>	<b>738,036</b>	<b>494,171</b>	<b>243,865</b>
<b>TOTAL ASSETS</b>	<b>107,667,552</b>	<b>86,573,439</b>	<b>21,094,113</b>

LIABILITIES	2023	2022	Difference
<b>A) EQUITY</b>			
I - Entity's endowment fund	258,228	258,228	0
II - Restricted assets			
1) Chartered reserves	14,696,608	14,578,910	117,698
2) Reserves restricted by decision of institutional bodies	59,691,608	53,411,167	6,280,441
3) Restricted reserves allocated by third parties	13,919,471	10,404,562	3,514,909
<b>TOTAL RESTRICTED ASSETS</b>	<b>88,307,687</b>	<b>78,394,639</b>	<b>9,913,048</b>
III - Unrestricted assets			
1) Profit reserves or operating surplus	8,528,131	8,611,981	(83,850)
IV - Surplus/deficit for the year	1,717,873	3,505,605	(1,787,732)
<b>TOTAL EQUITY</b>	<b>98,811,919</b>	<b>90,770,453</b>	<b>8,041,466</b>
<b>B) PROVISION FOR CONTINGENCIES AND OTHER LIABILITIES</b>			
3) Other	1,183,190	376,023	807,167
<b>TOTAL PROVISIONS FOR CONTINGENCIES AND OTHER LIABILITIES</b>	<b>1,183,190</b>	<b>376,023</b>	<b>807,167</b>
<b>C) POST-EMPLOYMENT BENEFITS</b>	<b>381,612</b>	<b>397,113</b>	<b>(15,501)</b>
<b>D) ACCOUNTS PAYABLE</b>			
1) Due to banks	1,392	416	976
2) Due to other lenders			
Within the next financial year	13,732	72,350	(58,618)
Beyond the next financial year	41,197	54,929	(13,732)
4) Due to entities in the same association network	43,820	45,114	(1,294)
6) Advances	514,716	289,217	225,499
7) Due to suppliers	5,236,896	4,276,397	960,499
9) Taxes payable	547,327	628,416	(81,089)
10) Due to social security institutions	629,362	723,391	(94,029)
11) Due to employees and contractors	1,860,591	951,099	909,492
12) Other accounts payable	5,643,314	4,217,060	1,426,254
<b>TOTAL ACCOUNTS PAYABLE</b>	<b>14,532,347</b>	<b>11,258,389</b>	<b>3,273,958</b>
<b>E) ACCRUED EXPENSES AND DEFERRED INCOME</b>	<b>6,653,444</b>	<b>4,865,574</b>	<b>1,787,870</b>
<b>TOTAL LIABILITIES</b>	<b>121,562,512</b>	<b>107,667,552</b>	<b>13,894,960</b>

## ETS MANAGEMENT REPORT

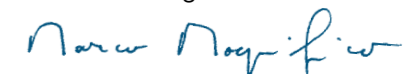
at December 31, 2023

CHARGES AND COSTS	2023	2022
<b>A) COSTS AND CHARGES FROM ACTIVITY OF GENERAL INTEREST</b>		
1) Raw materials, consumables, and goods	-	-
2) Services	(13,465,421)	(12,765,919)
3) Rental, lease, and hire	(267,282)	(272,345)
4) Personnel	(10,177,941)	(8,907,529)
5) Depreciation and amortization	(1,430,206)	(1,569,858)
5a) Impairment of tangible and intangible assets	-	-
6) Provisions for risks and charges	(803,619)	(38,041)
7) Sundry operating costs	(810,063)	(557,482)
8) Opening inventories	-	-
9) Allocation to restricted reserve by decision of institutional bodies	(5,000,000)	(5,000,000)
10) Use of restricted reserve by decision of institutional bodies	3,367,924	2,048,187
<b>Total</b>	<b>(27,062,987)</b>	<b>(17,351,575)</b>
<b>B) COSTS AND EXPENSES FROM OTHER ACTIVITIES</b>		
1) Raw materials, consumables, and goods	(1,091,125)	(489,774)
2) Services	(135,314)	(160,799)
3) Rental, lease, and hire	(5,828)	(3,916)
4) Personnel	-	-
5) Depreciation and amortization	(3,089)	(3,433)
5a) Impairment of tangible and intangible assets	-	-
6) Provisions for risks and charges	-	-
7) Sundry operating costs	(3,225)	(3,368)
8) Opening inventories	(482,563)	(468,103)
<b>Total</b>	<b>(28,586,607)</b>	<b>(27,062,987)</b>
<b>C) COSTS AND CHARGES FROM FUNDRAISING ACTIVITY</b>		
1) Charges for regular fundraising	(1,550,171)	(1,982,810)
2) Charges for occasional fundraising	(693,067)	(537,503)
3) Other expenses	(1,839)	(5,450,000)
<b>Total</b>	<b>(2,245,078)</b>	<b>(7,970,314)</b>
<b>D) COSTS AND CHARGES FROM FINANCIAL ACTIVITY</b>		
1) Bank fees	(269,780)	(254,050)
2) Loan fees	-	-
3) Property costs	(965,913)	(1,366,280)
4) Costs on other assets	-	-
5) Provisions for risks and charges	-	(49,880)
6) Other expenses	(2,161,118)	(5,671,385)
<b>Total</b>	<b>(3,396,811)</b>	<b>(7,341,595)</b>
<b>E) GENERAL SUPPORT COSTS AND CHARGES</b>		
1) Raw materials, consumables, and goods	-	-
2) Services	(1,700,116)	(1,464,230)
3) Rental, lease, and hire	(676,839)	(583,319)
4) Personnel	(3,994,937)	(3,642,813)
5) Depreciation and amortization	(193,055)	(87,753)
5a) Impairment of tangible and intangible assets	-	-
6) Provisions for risks and charges	-	-
7) Other expenses	(186,554)	(329,547)
8) Allocation to restricted reserve by decision of institutional bodies	-	-
9) Use of restricted reserve by decision of institutional bodies	-	194,086
<b>Total</b>	<b>(6,751,501)</b>	<b>(5,913,577)</b>

INCOME AND REVENUE	2023	2022
<b>A) REVENUES, RENTS AND INCOME FROM ACTIVITY OF GENERAL INTEREST</b>		
1) Income from membership fees and founders' contributions	7,643,668	6,952,349
2) Income from members for mutual activities	-	-
3) Revenues from services and sales to members and founders	43,335	47,645
4) Charitable donations	139,583	287,121
5) Proceeds from 5x1000	2,550,541	2,649,368
-	-	-
6) Contributions from private entities	213,116	419,471
7) Revenues from services and sales to third parties	9,080,947	7,599,450
8) Contributions from public bodies	280,056	539,931
9) Income from contracts with public bodies	-	-
10) Other revenues, rents and income	2,728,814	3,888,656
11) Closing inventories	-	-
<b>Total</b>	<b>22,680,060</b>	<b>22,383,992</b>
Surplus/deficit from general interest activity (+/-)	(5,906,547)	(4,678,994)
<b>B) REVENUES, RENTS FROM OTHER ACTIVITIES</b>		
1) Revenues from services and sales to members and founders	-	-
2) Contributions from private entities	-	-
3) Revenues from services and sales to third parties	6,932,870	5,435,505
4) Contributions from public bodies	-	-
5) Income from contracts with public bodies	-	-
6) Other income and revenues	71,822	12,053
7) Closing inventory	509,778	632,288
<b>Total</b>	<b>7,514,470</b>	<b>6,079,846</b>
Surplus/deficit from other activities (+/-)	4,966,128	4,358,703
<b>C) REVENUES, RENTS, AND INCOME FROM FUNDRAISING ACTIVITIES</b>		
1) Income from regular fundraising	8,534,110	7,274,282
2) Income from occasional fundraising	2,925,224	2,671,130
3) Other income	116	7,275,624
<b>Total</b>	<b>11,459,450</b>	<b>17,221,036</b>
Surplus/deficit from other activities (+/-)	9,214,372	9,250,722
<b>D) REVENUES, PROCEEDS, AND INCOME FROM FINANCIAL AND OTHER ASSETS</b>		
1) Bank income	101,186	582
2) Other investment income	230,268	110,534
3) Real estate income	1,539,016	1,538,599
4) Income from other assets	-	-
5) Other income	1,920,037	6,217,18
<b>Total</b>	<b>3,790,506</b>	<b>7,866,901</b>
Surplus/deficit from other activities (+/-)	393,695	525,307
<b>E) GENERAL SUPPORT INCOME</b>		
1) Income from the secondment of personnel	-	-
2) Other general support income	141,726	321,944
<b>Total</b>	<b>141,726</b>	<b>321,944</b>
<b>Difference between support income/expenses</b>	<b>(6,609,775)</b>	<b>(5,591,633)</b>
<b>Surplus/deficit for the year before taxes (+/-)</b>	<b>2,057,873</b>	<b>3,864,105</b>
Taxes	(340,000)	(358,500)
<b>Surplus/deficit for the year (+/-)</b>	<b>1,717,873</b>	<b>3,505,605</b>

on behalf of the Board of Directors  
The Chair

Marco Magnifico Fracaro



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Everyone can support FAI's work with a simple but significant gesture:

### **TAKING OUT AN ANNUAL FAI MEMBERSHIP**

By becoming a FAI member, you will endorse our values and our mission, while playing your part in protecting Italy's landscape, art, and nature.

There are, however, **many other ways in which you can help** with the work we do from day to day.

The most important ways are as follows:

- support our projects with a **donation**
- **adopt** a FAI property, tree, bench, or room
- **visit** our properties and buy something from our stores
- respond to our **appeals** for the most urgent restoration projects, with a donation large or small
- make a **bequest** or **endowment** to FAI
- name FAI as a beneficiary of a **life assurance policy**
- if you live in Italy, allocate your **5x1000** donation to FAI
- become a FAI **volunteer**

**Companies** can support us, too. Currently, over 500 businesses invest in culture through our work.

These are a mix of small, family-run concerns and multinational groups, operating in sectors as diverse as banking and manufacturing.

### **Companies can support FAI through:**

- the **Corporate Golden Donor** membership program
- the "**I 200 del FAI**" project
- **sponsoring** FAI's activities and events in FAI properties
- **restoration projects** on the properties and their furnishings
- **partnerships** on large-scale nationwide events such as the "FAI Spring Days" and the "FAI October" campaign
- **technical sponsorships**, including media partnerships
- **co-marketing** operations

### **And also through**

- **Christmas** donations (tickets, events, products, memberships)
- **corporate memberships** (FAI memberships for employees)

# [www.fondoambiente.it](http://www.fondoambiente.it)

On the cover: a close-up of the damage caused by the storm of July 25, 2023, to Villa Necchi Campiglio, Milan, a FAI property since 2001.

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